

Agenda

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City Executive Board

Date: **Wednesday 12 September 2012**

Time: **5.00 pm**

Place: **Oxford Town Hall, St Aldate's, Oxford**

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City Executive Board

Membership

Chair

Councillor Bob Price	Corporate Governance and Strategic Partnerships
Councillor Ed Turner	Finance and Efficiency
Councillor Colin Cook	City Development
Councillor Van Coulter	Leisure Services
Councillor Steven Curran	Young People, Education and Community Development
Councillor Mark Lygo	Parks and Sports
Councillor Scott Seamons	Housing
Councillor Dee Sinclair	Crime and Community Safety
Councillor Val Smith	Customer Services and Regeneration
Councillor John Tanner	Cleaner, Greener Oxford

The quorum for this meeting is three members. Substitutes are not permitted.

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AGENDA

PART ONE PUBLIC BUSINESS

Pages

1 APOLOGIES FOR ABSENCE

2 DECLARATIONS OF INTEREST

Members are asked to declare any disclosable pecuniary interests they may have in any of the following agenda items. Guidance on this is set out at the end of these agenda pages.

3 PUBLIC QUESTIONS

When the chair agrees, questions from the public for up to 15 minutes – these must be about the items for decision at the meeting (excluding the minutes) and must have been given to the Head of Law and Governance by 9.30am two clear working days before the meeting (email executiveboard@oxford.gov.uk or telephone the person named as staff contact). No supplementary questions or questioning will be permitted. Questions by the public will be taken as read and, when the Chair agrees, be responded to at the meeting.

4 SCRUTINY COMMITTEE REPORTS

Reports on these matters may be made to the Board from the Value and Performance (Finance and Performance) Panel which met on 28th August 2012:-

- ❖ Periodic Reporting – Finance 2012/13
- ❖ Periodic Reporting – Performance 2012/13
- ❖ Service Targets Performance
- ❖ Changes to Business Rates

A report from the Asset Management Review Panel will also be made to the Board.

Officer reports to the Board on three of these matters appear later on this agenda.

5	YOUTH AMBITION PROGRAMME FOR OXFORD CITY	1 - 26
	Lead Member: Councillor Curran Report of the Executive Director Community Services This report presents options for spending on the Council's Youth Ambition Programme.	
6	THE OXFORD CHALLENGE: ACHIEVING WORLD CLASS TEACHING IN OXFORD CITY SCHOOLS SERVING DISADVANTAGED PEOPLE	27 - 34
	Lead Member: Councillor Curran Report of the Head of Policy Culture and Communications This report recommends project approval for spending on the Council's Educational Attainment Programme (summarised in paragraphs 7 and 8 of the report) and the delegation of authority to the Chief Executive to award a contract after tendering.	
7	COMMUNITY GRANTS PROGRAMME 2011/12 - MONITORING FEEDBACK	35 - 84
	Lead Member: Councillor Curran Report of the Executive Director Community Services This report presents monitoring information compiled from returns from community and voluntary organisations awarded grants by the Council in 2011/12.	
8	PERIODIC REPORTING - PERFORMANCE 2012/13	85 - 94
	Lead Member: Councillor Price Report of the Head of Business Improvement This report contains details of the Council's performance against its Corporate Plan targets for April – June 2012.	

9	PERIODIC REPORTING - FINANCE 2012/13	95 - 118
	Lead Member: Councillor Turner Report of the Head of Finance.	
	This report sets out the forecast outturn revenue and capital budget position for 2012/13 based on performance in April – June 2012. It also contains information on key financial indicators in order to provide an assessment of the Council’s financial health. The report recommends the Board to recommend full Council to make some capital budget adjustments (Table 5 of the report refers).	
10	PERIODIC REPORTING - RISK 2012/13	119 - 126
	Lead Member: Councillor Turner Report of the Head of Finance	
	This report updates the Board on the position in relation to corporate and Service Area risks in risk registers.	
11	TENANCY STRATEGY	127 - 142
	Lead Member: Councillor Seamons Report of the Head of Housing	
	This report recommends a draft Tenancy Strategy for consultation.	
12	HOMELESSNESS STRATEGY REVIEW	143 - 166
	Lead Member: Councillor Seamons Report of the Head of Housing	
	This report recommends a draft Homelessness Strategy for consultation.	
13	CULTURE STRATEGY - CONSULTATION OUTCOME	167 - 192
	Lead Member: Councillor Price Report of the Head of Policy, Culture and Communications	
	This report contains the outcome of consultation on a draft Culture Strategy and recommends the Board to recommend Council to adopt	

the Strategy into the Policy Framework.

14	ASSET MANAGEMENT PLAN - CONSULTATION OUTCOME	193 - 252
	Lead Member: Councillor Turner Report of the Head of Corporate Property	
	This report recommends the Board to recommend Council to adopt the Asset Management Plan for 2011-14 into the Policy Framework.	
15	TELEPHONY STRATEGY	253 - 284
	Lead Member: Councillor Price Report of the Head of Business Improvement and Technology	
	This report asks the Board to adopt a Telephony Strategy for 2012-15.	
16	CARBON REFRESH	285 - 318
	Lead Member: Councillor Tanner Report of the Head of Environmental Development	
	This report asks the Board to adopt an updated Carbon Management Plan for 2012-17.	
17	STREET SCENE REVIEW AND SERVICE STANDARDS	319 - 338
	Lead Member: Councillor Tanner Report of the Head of Direct Services	
	This report presents the outcome of a review of streetscene activities. It recommends the adoption of service standards and asks the Board to note that an outcome of the review will be a reduction in streetscene staff and budgets.	

18	PARKING IN PARKING AREAS ADJACENT TO PARKS - MONITORING	339 - 346
	Lead Member: Councillor Cook Report of the Head of Direct Services	
	This report presents a review of charging for parking in car parking areas adjacent to Parks. Such charging came into operation in September 2011. The report recommends that the charges should continue in each of the car parking areas to which they apply.	
19	41 - 47 GEORGE STREET - LEASE RESTRUCTURING	347 - 356
	Lead Member: Councillor Turner Report of the Head of Corporate Property.	
	This report concerns lease restructuring at 41-47 George Street, a property in the Council's ownership. Action on the report has been taken by the Chief Executive using his authority contained in paragraph 9.3(b) of the Constitution. The report and the action taken on it are being presented to the Board to note as required by the Constitution	
	Please note that there is a "not for publication" annexe attached at item 23 (pages 363/364).	
20	FUTURE ITEMS	
	This item is included on the agenda to give members the opportunity to raise issues on the Forward Plan or update the Board about future agenda items	
21	MINUTES	357 - 362
	Minutes of the meeting held on 4 July 2012	
22	MATTERS EXEMPT FROM PUBLICATION	
	If the Board wishes to exclude the press and the public from the meeting during consideration of any of the items on the exempt from publication part of the agenda, it will be necessary for the Board to pass a resolution in accordance with the provisions of Paragraph 21(1)(b) of the Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2000 on the grounds that their	

presence could involve the likely disclosure of exempt information as described in specific paragraphs of Schedule 12A of the Local Government Act 1972.

The Board may maintain the exemption if and so long as, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

PART TWO
MATTERS EXEMPT FROM PUBLICATION

23 41 - 47 GEORGE STREET - LEASE RESTRUCTURING

363 - 364

Not for publication annex to the report at agenda item 19. The annex is not for publication by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 (information relating to financial or business affairs).

DECLARING INTERESTS

General duty

You must declare any disclosable pecuniary interests when the meeting reaches the item on the agenda headed "Declarations of Interest" or as soon as it becomes apparent to you.

What is a disclosable pecuniary interest?

Disclosable pecuniary interests relate to your* employment; sponsorship (i.e. payment for expenses incurred by you in carrying out your duties as a councillor or towards your election expenses); contracts; land in the Council's area; licenses for land in the Council's area; corporate tenancies; and securities. These declarations must be recorded in each councillor's Register of Interests which is publicly available on the Council's website.

Declaring an interest

Where any matter disclosed in your Register of Interests is being considered at a meeting, you must declare that you have an interest. You should also disclose the nature as well as the existence of the interest.

If you have a disclosable pecuniary interest, after having declared it at the meeting you must not participate in discussion or voting on the item and must withdraw from the meeting whilst the matter is discussed.

Members' Code of Conduct and public perception

Even if you do not have a disclosable pecuniary interest in a matter, the Members' Code of Conduct says that a member "must serve only the public interest and must never improperly confer an advantage or disadvantage on any person including yourself" and that "you must not place yourself in situations where your honesty and integrity may be questioned". What this means is that the matter of interests must be viewed within the context of the Code as a whole and regard should continue to be paid to the perception of the public.

*Disclosable pecuniary interests that must be declared are not only those of the member her or himself but also those member's spouse, civil partner or person they are living with as husband or wife or as if they were civil partners.

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To: City Executive Board

Date: 12th September 2012

Report of: Director Community Services

Title of Report: IMPLEMENTATION OF THE COUNCIL'S YOUTH AMBITION PROGRAMME

Summary and Recommendations

Purpose of report: Present options for the use of Oxford City Council's budget to fund the Council's Youth Ambition Programme.

Key decision? No

Executive lead member: Cllr Steve Curran

Policy Framework: Council's Corporate Plan and Budget

Recommendation(s):

- 1) It is recommended that the City Executive Board:
 - a) Note the analysis in this report of current local provision, the delivery options and means to bring in additional external funding, and
 - b) Agree that for the remainder of 2012/13 the Youth Ambition Programme funding be committed broadly on the basis of
 - i) Up to 14 sessions each week to be delivered through the City Council's Positive Futures Team focused on those areas of greatest need and lowest relative provision where there is currently no viable alternative provider
 - ii) An £50k being made available to support by grants open access sessions delivered by other suitable providers for the remainder of this year
 - iii) The remainder of funding for 2012/13 to be retained in a Youth Ambition Fund available to support bids to external funders to provide positive activities for young people in the Council's priority areas and other areas of relative deprivation
 - iv) Request that the Director of Community Services produces a strategy for the development of the Council's Youth Ambition Programme with appropriate objectives and targets.
 - v) In future years the balance of spending to be agreed following a detailed service planning exercise with a view to maximising the overall impact of the programme with the emphasis to be on supporting others to develop and deliver services to meet the objectives and targets of the Youth Ambition Programme

- vi) Delegate to the Director of Community Services authority to approve:
- The detailed allocation of funding in line with the above proposals
 - The grant criteria and any applications
 - Future years detailed budget allocations
- All of the above in consultation with the Board Member for Young People, Education and Community Development and a cross party Youth Ambition reference group.

Appendices to report

- 1: Extract from 2012-16 Corporate Plan – “Improving Youth Provision”
- 2: Mapping of Open Access youth work provision in Oxford
- 3: Youth Ambition Risk Register
- 4: Youth Ambition Equalities Impact Assessment

1.0 Background

- 1.1** The Council’s budget 2012/13 makes two major investments in the future of young people in the city particularly in the more deprived areas. The first is the ambitious programme to support educational attainment. The second is to expand the funding available to support positive activities for young people and present a Youth Ambition Programme for the city.
- 1.2** The council’s budget from 2012-13 includes an additional recurring £240k commitment to support positive activities for young people. The aims of this funding are set out in the Corporate Plan, the relevant section of which is reproduced in Appendix 1.
- 1.3** The County Council has recently re-focused its youth services resources on its duty to provide support on those young people in the greatest need. Other County Councils have already retreated to a position where this is all that they will provide. We can expect this trend to continue.
- 1.4** In this context and bearing in mind the City Council’s ambitions new models and methods of delivery need to be found to support the needs of young people, particularly those who for some reason do not engage with “mainstream” activities.
- 1.5** If we are to avoid simply replacing the general “open access” youth work previously provided by the County Council, new means need to be established to better integrate support for young people with our broader programmes of community development and cultural, sport and leisure activities. The County Council still provides some open access provision in areas of highest need in the city.
- 1.6** This reorientation will take time to bring about and we need to support existing structures during the transition to a youth ambition programme which is integrated with the wider work of the City Council and its partners and which draws additional resources into the city.
- 1.7** This report reviews the options available and choices for the allocation of this budget in the short term, based on the following core principles:
 - a) Avoid duplication of existing services
 - b) Complement service provision by others

- c) Respond to local need
- d) Provide value for money through identifying the most appropriate mechanism for delivery
- e) Ensure local stakeholders and young people continue to be involved in identifying changing or emerging needs.

2.0 “Youth Service” provision

- 2.1** There are broadly two types of traditional youth work provision: Open Access and Targeted.
- 2.2** Open Access sessions provide a safe environment for young people to meet, learn and enjoy a variety of activities. Provision is usually split between 8-12 year-olds and 13-19 year-olds. These sessions are open to all.
- 2.3** Targeted sessions are for young people who are specifically referred to an activity due to a specific need they have. Only those young people referred to the session can attend, their suitability being assessed prior to commencing the sessions.
- 2.4** Both are provided by statutory bodies such as the County Council and the City Council (through its existing Positive Futures programme) and by others through voluntary or charitable action.
- 2.5** Such youth service provision is complemented by a range of other services that have shared outcomes with the “youth” services and typically involve arts, cultural, sports or leisure opportunities for young people.
- 2.6** The existing Positive Futures Programme and the services provided by the County Council provide a relatively strong network of targeted services in the city and therefore this report focuses on broader open access opportunities provision in the city.

3.0 Mapping current youth work provision

- 3.1** To gain a more complete understanding of the level of provision across the city a mapping exercise of Open Access youth provision has been carried out. The exercise included the local youth partnerships that have recently been set up across the city to coordinate the provision of youth activities in their neighbourhoods.
- 3.2** The Early Intervention Hubs, provided by the County Council came into being in 2011 as part of the county council’s Early Intervention Service (EIS). The focus is on an integrated approach to Targeted youth work and Open Access provision in priority areas. A commitment was made to provide the same level of Open Access sessions that had existed prior to the restructure in the Hub and Satellite areas. Whilst the pattern of provision has no doubt changed, there are differences of opinion as to whether provision “on the ground” has been maintained. These centres, operated by the County Council, are listed below:

East Oxford, Union Street	Hub
Littlemore, The Oxford Academy	Hub
Blackbird Leys Youth Centre	Satellite
Rose Hill Youth Centre	Satellite
Barton Youth Centre	Satellite
Riverside Centre	Satellite

- 3.3** Hubs are defined as centres where the EIS teams are based and deliver a large amount of their targeted and open access activities from. Satellites are operational bases where some Targeted and Open Access sessions are delivered but staff are not permanently based there.
- 3.4** In February 2011 the County Council introduced a £600k Big Society Fund for communities to bid for start-up funding for community projects that would benefit their areas. The initial applications contained many bids in support of youth activities and this led to continued provision in Wood Farm and Littlemore. In these two areas local community organisations received funds from the Big Society Fund and commissioned the Positive Futures Team to deliver the sessions on their behalf.
- 3.5** The fund is continuing in 2012-13 but will be administered in a different way. Each County Council Councillor will receive £10k to allocate to local community projects through their Councillor Community Budgets Programme. Through a process of application and criteria assessment, it will be the decision of the local County Councillor as to where they decide to spend their allocation.
- 3.6** Appendix 2 shows the level of Open Access provision across the city, including current Positive Futures sessions, the Holiday Activities Programme, Street Sports activities and sessions delivered by the Hubs and Satellites.
- 3.7** It becomes apparent that the focus of the Hubs on providing more targeted provision has left some gaps in services. The purpose of the Big Society Fund is to fill the gaps in areas with no Hubs or Satellites. However, the mapping exercise highlights there are gaps in local provision, a summary of provision in the six Hubs and Satellite areas is shown below. The table shows current provision by the County Council through its hubs and satellites with an indication of their view as to where additional sessions funded through the City Council's Youth Ambition Programme would complement their provision. We believe that based on an assessment of greatest need these should be considered areas for the allocation of funding.

	Current	Potential
Barton	<ul style="list-style-type: none"> • Open Access for the younger age range • Older group sessions off the estate 	<ul style="list-style-type: none"> • Suitable for additional Open Access sessions for the older age group
Blackbird Leys	<ul style="list-style-type: none"> • Open Access and target sessions from the Youth Centre and local Community Development Initiative and faith groups delivering programmes 	<ul style="list-style-type: none"> • Due to the size of the area it would be a suitable area for additional Open Access provision.
Rose Hill	<ul style="list-style-type: none"> • Younger age group session. • Low number currently accessing older age group Open Access. 	<ul style="list-style-type: none"> • Suitable for additional Open Access sessions.
Littlemore	<ul style="list-style-type: none"> • One session per week for each age group, based on Big Society. Sustainability under threat. 	<ul style="list-style-type: none"> • Suitable for additional Open Access sessions.
East Oxford	<ul style="list-style-type: none"> • Junior Open Access sessions. • Local organisation provides targeted Holiday activities. 	<ul style="list-style-type: none"> • Suitable for additional sessions, in partnership with a local provider.
Wood Farm	<ul style="list-style-type: none"> • One session per week for upper age group. Based on Big Society funding. Sustainability under threat 	<ul style="list-style-type: none"> • Suitable for additional Open Access sessions.
Riverside	<ul style="list-style-type: none"> • A centre for outdoor activities that can be hired. No Open Access activities are provided. 	<ul style="list-style-type: none"> • Suitable for additional Open Access sessions.

4.0 Options for investment

4.1 The City Council's existing Positive Futures Programme is currently Targeted provision, focused primarily on community safety issues. One option is to build on our Positive Futures experience to provide broader youth services.

However, this is a new area of operation for the council and there are risks associated with rapidly expanding the existing operation to potentially double its existing size without consideration for where the Youth Ambition programme is going longer term. To run in house a successful programme that provides open access sessions twice a week in a large number of sites in the city would quickly exhaust the allocated budget. A lower risk strategy is to balance in house provision in areas where there is no viable alternative with grant aiding suitable voluntary groups where there is.

- 4.2** There are a large and constantly shifting number of youth work and youth activity providers in the City. The number of local community groups, faith groups and national bodies involved in this sector is an indication of the value the residents of Oxford place on their young people's futures. Some of these local organisations are funded to provide our Holiday Activities Programme. Monitoring and Evaluation processes are in place to assess their value for money based on the cost per young person accessing the programme and the outcomes achieved. This then informs future funding allocations. An option is therefore to grant fund these organisations to provide more Open Access sessions.
- 4.3** The third broad option is around other services such as leisure and sports and arts and culture who provide activities for young people that can be targeted to areas of greatest need and lowest provision.

4.4 These options are summarised below:

1 – Expand City Council direct provision into open access youth work	2 – Grant aid additional Open Access sessions provided by suitable alternative voluntary organisations.	3 – Use funding to match fund bids to bring in additional funding for activities for young people.
Pros	Pros	Pros
<ul style="list-style-type: none"> • Local sessions to complement existing provision. • Builds on experience of Positive futures team • In house provision provides direct control over quality and risks • Strong youth engagement focus by providing role models and broad youth work activities. • Maintains current form of open access sessions for the time being 	<ul style="list-style-type: none"> • Local sessions to complement existing provision. • Strong youth engagement focus by providing role models and broad youth work activities. • Opportunity to draw in match funding or benefit in kind • Supports local voluntary sector and development of communities • Maintains current form of open access sessions for the time being 	<ul style="list-style-type: none"> • Significant additional funding brought into the programme • Drives improved coordination of Council’s offer and partnership working • Opportunity to introduce new local sports and arts involvement schemes in priority areas. • Overall greater provision
Cons	Cons	Cons
<ul style="list-style-type: none"> • Potential withdrawal of services by existing providers • Could be limited to traditional “youth” work • May prove expensive compared with voluntary sector provision 	<ul style="list-style-type: none"> • Potential withdrawal of services by existing providers • Could be limited to traditional “youth” work • Lack of direct control of quality and risk 	<ul style="list-style-type: none"> • Need to ensure that supports prioritize for youth engagement and development • Dependent upon grant criteria and timetables

5.0 This section reviews what is available in terms of major external funding from the two principal funding bodies

5.1 Sport England Match Funding

5.1.1 With the completion of the Olympic Games, Sport England has launched a new strategy which is focused on getting young people who do not participate in sports at all to adopt positive and active lifestyles. The strategy places £1 billion up for bids for match funding over the next five years.

5.1.2 An innovation likely to be of most interest to the City Council is the proposal to commission “doorstep clubs” in the most deprived communities in the country to introduce sustainable activities to young people in those areas. The activities go far beyond traditional sports and cover everything from street dance to schemes such as our innovative, award-winning and, most

importantly, popular with young people, three on three basketball league. There is currently considerable overlap with some of the activities provided by both the Positive Futures and Sports Development teams and we should follow this opportunity to secure external funding and remove internal duplication.

- 5.1.3** The City Council now has a strong reputation with Sport England and initial signs are good that we would attract significant early funding to demonstrate the doorstep club concept.

5.2 Arts Council England Match Funding

5.2.1 There is the possibility of obtaining external funding to support arts and cultural activities focused on the development of young people. Community based schemes will often fare well through Grants for the Arts, especially if they can evidence delivery to people in places with low arts and cultural engagement. Arts Council England is particularly interested in projects linking arts organisations with museums and libraries. Local authorities and other arts organisations can apply for this and we, with our partners, are in a strong position to bid.

5.2.2 There are also opportunities for “cultural” learning and development from the Henley Review and we could potentially deliver community based projects under this agenda, as there are going to be given substantial funds available to and deliver activity based on the recommendations of this review.

6.0 Proposal

6.1 In a full year all of the City council’s budget would be consumed on just 20 sessions per week spread across the City if we simply went for an in house replacement youth service.

6.2 It is appropriate to see how we can make this money go further and how we can utilise it to support local voluntary action and draw in external funding to expand the programme and we develop the Youth Ambition programme. The two principal source of external funding are grant aiding on a match funding or in kind basis with other local providers and match funded bids to major external funders such as Sport England and the Arts Council England.

6.3 In certain priority areas of the city alternative suitable providers are not evident and it seems appropriate to move to direct provision in those areas where we can build economies of scale through operating along side of our existing Positive Futures Programme whilst we build capacity in those areas. We should keep structures and commitments as flexible as possible so that we could switch to more cost effective solutions as and when they arise.

6.4 The proposal for the remainder of this first year is therefore that the City Council should aim to provide an initial programme of up to 14 sessions a week leaving funding for grants to other providers and funding to put to match funded bids. These sessions would be prioritised on those areas of greatest need, lowest provision and the absence of an potential alternative provider.

6.5 In a full year this pattern would leave approximately £60k per annum for grant funding and bid activities the majority of which would be required to grant fund

local providers to fill the priority gaps in service identified elsewhere in this report. If we are to extend this form of activity in future years to ensure that we support provision in the Council's priority areas and other pockets of deprivation around the city the direct provision by the city council would have to be significantly reduced.

- 6.6** However, in this year as the sessions will start being provided later in the year there is a potential under spend that could be drawn into a fund for use when making match funded bids. In this year that fund would be approximately £130k which would be attractive to the major external funders in bringing substantial programmes to the city.
- 6.7** There is of course the alternative approach of simply taking a one off saving in this year.
- 6.8** This report does not deal with specific areas for investment other than noting the importance of the Council's priority areas and the existence of other pockets of relative deprivation that may need attention. It is proposed to decide the detailed allocation after the City Executive Board have established the broad framework. Young people will be involved in the process via the recently established Young Peoples' Partnerships and through existing provision. We shall also consult existing providers, the County Council and in particular the secondary schools in the city who will understand local need and be involved in existing provision.
- 6.9** Delegation to officers is proposed to speed up the detailed decision making process however members will be closely involved through the board member and the involvement of a cross party reference group which has been involved in steering this report to the City Executive Board.

7.0 Conclusion

- 7.1** The Council has made a substantial budget available to progress the Council's Youth Ambition Programme. The aim of this report is to steer that investment to maximise the impact of that budget. In the medium term it is proposed that the majority of the funding would be targeted to grant funding and match funded bidding. However, in this initial transition year there is a need for direct provision by the City Council.
- 7.2** It is not unreasonable to think that by taking the course proposed herein that we could see the overall funding for the programme double in the next 2-3 years with all the beneficial impacts that would bring.
- 7.3** Having set the overall direction and resources available for the programme it is important to document the management of performance of the programme and ensure that all contributions across the organisation and by external providers are aligned to maximise intended impact.
- 7.4** This is a new area of work for the city Council and it will be important each year to go through a detailed service planning process looking optimising the spend on direct provision, grant aided activities and match funded bidding.

8.0 Level of risk

8.1 See risk register in Appendix 3

9.0 Climate change / environmental impact

9.1 The environmental impact of the scheme is minimal. In the summer external facilities will be used whenever possible. The environmental impact through the use of buildings to run sessions in is minimal.

10.0 Equalities impact

10.1 See initial Equality Impact Assessment in Appendix 4. The implementation of this Youth Ambition Programme should have a positive impact and this will be an aspect of the monitoring of the success of the programme.

11.0 Financial implications

11.1 The financial implications are detailed in the report. The Council has allocated £240k for youth activities in 2012-13.

12.0 Legal Implications

12.1 The Council has the power to implement the activities indicated in this report.

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List of background papers: None

Version number: 3

Appendix 1: Extract from 2012-16 Corporate Plan – “Improving Youth Provision”

Improving youth provision

Encouraging young people to take part in sport is a key part of our programme to improve youth provision.

Sport cuts across social boundaries, improves health, offers positive activities that help to reduce antisocial behaviour and also improves well-being and educational attainment. Young people who are active have numeracy scores on average 8% higher than non-participants according to the Culture and Sport Evidence programme research (July 2010). We have worked hard to develop a broad leisure offering, which has resulted in Oxford having one of the most significant increases in adult participation nationally over recent years. Unfortunately, when last measured in 2009, Oxford had the lowest percentage of physically active children with just 26.74%; the national average is 55.1%.

We have allocated £33,000 per year over the next three years to enable more effective use of Oxford City Council leisure facilities by local schools. We have also allocated £28,000 per year over four years to ensure that young people have the opportunity to access free swimming. This investment will add to the current 50 hours of free swimming that we currently provide. It will create a targeted, means-tested programme for those who are unable to swim and those who are unable to afford standard lessons. We are working with Fusion Lifestyle, Oxford City Swimming Club, and the amateur swimming association (ASA) to help to create a programme that maximises the benefit of this investment.

There is an increasing need to deliver other high-quality activities for young people in the city as youth unemployment grows. We are also allocating £240,000 per year for four years to provide support in areas of the city where changes to youth provision have had the greatest detrimental impact.

We will be working with our partners to offer a wider range of activities that reflect the interests of young people and at the same time provide them with the skills and confidence to access educational, employment and training opportunities. We will also provide specific interventions for those in greater need.

Creating integrated provision – including culture, sport and community activities – for young people who are at risk of becoming socially marginalised is at the heart of the City Council’s approach to building safer communities. We will continue to work with partners to provide free holiday activities for up to 1,200 young people between the ages of 5 and 19. This Positive Activities programme has included Street Sports as well as a summer holiday programme with 3v3 basketball sessions and targeted free swimming sessions. We will be working closely with the schools in order to integrate their in-house facilities with City Council managed playgrounds, leisure centres, sports fields and parks.

Source: Investing in Oxford’s Future: Corporate Plan 2012-16, p.22;
<http://www.oxford.gov.uk/Library/Documents/Council/Corporate%20Plan%202012-16.pdf>

Appendix 2: Mapping of Open Access youth work provision in Oxford

Area	Street Sports (Summer only)	Holidays Activities	Positive Futures	County Council	Other/Voluntary Sector youth partners
The Leys	Sat 5.30-7.30pm Fry's Hill	July/Aug 2012 Mon-Fri: Summer Programme 12-7pm Reactive Programme 5.30-8.30pm	Saturday Football 5-8:30pm OCFC	Universal Open Access – BBL 13-18 year olds -3 times per week. One girls' session, one young carers' session.	Leys CDI Faith Based Groups Community Centre Others
Barton	Sat 2-4pm Barton Thurs 5.30-7.30pm	July/Aug 2012 Mon-Fri: Summer Programme 12-7pm Reactive Programme 5.30-8.30pm		Open Access for younger children – very positive.	Youth Partners Meeting
Rose Hill	Mon 5.30-7.30pm	July/Aug 2012 Mon-Fri: Summer Programme 12-7pm Reactive Programme 5.30-8.30pm	Saturday Football 5-8:30pm OCFC Thursday Rose Hill Junior Youth Club 4.30-6pm RHJYC - Sports session at TOA 3:30 - 5:30 Every other Tues	Universal Open Access (improving quality low numbers) 8-12 and 13-19 year sessions, four days per week.	Greensquare
Wood Farm	Wood Farm Tues 5.30-7.30pm	July/Aug 2012 Mon-Fri: Summer Programme 12-7pm Reactive Programme 5.30-8.30pm	Wednesday Wood Farm Youth Club 6-8pm		School Youth Club Committee

Appendix 2: Mapping of Open Access youth work provision in Oxford

Northway	Mon 2-4pm Fri 5.30-7.30pm	Reactive Programme 5.30-8.30pm	Saturday Football 5-8:30pm OCFC		Boxing Academy Mon-Thurs 4-7pm Saxon Centre
Cowley/East Oxford	Mon 9th July 3.30- 8.30pm South Park Weds 2-4pm Regal Fri 2-4pm Holloway Weds 5.30- 7.30pm Holloway	Reactive Programme 5.30- 8.30pm		Successful junior open access	Youth Partners Meeting
↻ Littlemore		July/Aug 2012 Mon-Fri: Summer Programme 12-7pm Reactive Programme 5.30- 8.30pm	Saturday Football 5- 8:30pm OCFC Monday Littlemore Youth Club 7-9pm New Horizons Junior Club Wed 5- 6:30pm		Youth Partners Meeting Parish Council
Risinghurst		July/Aug 2012 Mon-Fri: Summer Programme 12-7pm Reactive Programme 5.30-8.30pm	Saturday Football 5-8:30pm OCFC		
North Oxford	Tues 2-4pm Cutteslowe	Reactive Programme 5.30-8.30pm			Youth Partners Meeting Wolvercote Young People's Club

Bold items – externally funded by local groups

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Youth Ambition Programme Implementation
RISK IMPLICATIONS

Risk ID	Risk						Corporate Objective	Gross Risk		Residual Risk		Current Risk		Owner	Date Risk Reviewed	Proximity of Risk (Projects/ Contracts Only)
Category-000-Service Area Code	Risk Title	Opportunity/Threat	Risk Description	Risk Cause	Consequence	Date raised	1 to 6	I	P	I	P	I	P			
CEB/001/CHCD	New area of work for Council	T	As a new area of work the council does not have the skills and or experience to effectively manage the programme.	New areas of work and risk not effectively managed.	Resources not well applied. Poor return on funds invested. Council and individuals put at risk.	14-Aug-12	4	2	3	1	2			Tim Sadler		
CEB/002/CHCD	In house provision	T	Council gears up for an in house service provision solution.	Insufficient information at this stage to make firm long term commitments, budget becomes tied up in staff posts, in house solution long term proves not to be good value for money	Budget exhausted on relative small level of provision, mis opportunities to make money go further by working with voluntary sector and match funding from potential partners.	14-Aug-12	4	2	3	1	1			Tim Sadler		
CEB/003/CHCD	Grant funded provision	T	Risks to Council and individuals introduced by funding inappropriate or poorly managed providers.	Poor vetting and approval of grant receiving bodies who then make mistakes.	Council and individuals put at risk.	14-Aug-12	4	3	2	2	2			Tim Sadler		
CEB/004/CHCD	Match funded bidding	T	Budget set aside for match funding bids that do not materialise.	Un-realistic expectations, poor relationship management with funders and not reviewing funds on regular basis.	Funding does not contribute to outcomes of programme, budget remains unspent.	14-Aug-12	4	3	2	1	1			Tim Sadler		
CEB/005/CHCD	Other providers withdraw	T	As the youth ambition programme is implemented mainstream providers withdraw from their programmes.	The programme is seen as substitute rather than complementary to the provision of others.	Limited net gain in overall provision. Cost shunt to the City Council.	14-Aug-12	4	2	3	2	2			Tim Sadler		

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Risk mitigation
Build on experience in running Positive Futures programme. Take advice from Early Intervention service. Only grant aid "accredited" providers
Take balanced approach to in-house and grant aided provision. Limit the recruitment to permanent posts. Build flexible structures.
Clear grant criteria and careful vetting rigorously applied
Maintain fund to match up to date assessment of probability of securing funding. Careful relationship management. Regular review of fund to ensure maintained at appropriate level.
Secure Memorandum of Understanding with other providers as the the relationship between our respective programmes. Shape programme around mainstream activities ie community development, leisure and arts.

Initial Equalities Impact Assessment



Service Area: Chief Executives	Section: Community Services	Key person responsible for the assessment: Tim Sadler	Date of Assessment: 13 th August 2012
<p>→ Is this assessment in the Corporate Equality Impact assessment Timetable for 2008-11?</p>		Yes	No
<p>Name of the Policy to be assessed: Allocation of funding to implement Youth Ambition Programme</p>		<p>Is this a new or existing policy</p>	<p>New</p>

1. Briefly describe the aims, objectives and purpose of the policy

To provide a range of services to provide positive activities for young people in the city focused on the priority areas of the city with the lowest current provision

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2. Are there any associated objectives of the policy, please explain	Yes. Breaking the cycle of deprivation. Stronger Communities Improved community safety Improved satisfaction with neighbourhoods		
3. Who is intended to benefit from the policy and in what way	Young people directly through contributing to improved opportunities and life chances. Others in communities who benefit from improved behaviours and reduced impact		
4. What outcomes are wanted from this policy? See extract from Corporate Plan in appendix 1 to report 19			
5. What factors/forces could contribute/detract from the	See risk register.		
6. Who are the main stakeholders in relation to the policy	The Council, and delivery partners	7. Who implements the policy and who is responsible for the policy?	Positive Futures Team, Grants team, Sports and arts development.

<p>8. Are there concerns that the policy <i>could</i> have a differential impact on racial groups?</p>	<p>¥</p>	<p>No</p>
<p>What existing evidence (either presumed or otherwise) do you have for this?</p>	<p>There will be requirements on providers both in house and those grant aided to meet the requirements of the equalities legislation and take positive steps to monitor take up by racial groups. In addition to take positive action if there is differential impact observed.</p>	

9. Are there concerns that the policy <i>could</i> have a differential impact due to gender?	Yes	No
What existing evidence (either presumed or otherwise) do you have for this?	Similar comments to above	

10. Are there concerns that the policy <u>could</u> have a differential impact due to disability?	Yes	No
What existing evidence (either presumed or otherwise) do you have for this?	Similar comments to above	

<p>11. Are there concerns that the policy <u>could</u> have a differential impact on people due to sexual orientation?</p>	<p>¥</p>	<p>No</p>
<p>What existing evidence (either presumed or otherwise) do you have for this?</p>	<p>Similar comments to above.</p>	

12. Are there concerns that the policy <u>could</u> have a differential impact on people due to their age?	Yes	No
What existing evidence (either presumed or otherwise) do you have for this?	<p>The youth ambition programme is aimed at young people under the ages of</p>	

13. Are there concerns that the policy <u>could</u> have a differential impact on people due to their religious belief?	Yes	No
What existing evidence (either presumed or otherwise) do you have for this?	<p>We are making requirements as to meeting diversity and equality targets in partnership proposals and project briefs.</p>	

17. Are there implications for the Service Plans?			YES	No	18. Date the Service Plan will be updated	May 2012	19. Date copy sent to Equalities Officer	06.03.12
20. Date reported to Equalities Board:			n/a		Date to Scrutiny and CEB	April 2012	21. Date published	April 2012
14. Could the differential impact identified in 8-13 amount to there being the potential for adverse impact in this policy?	☒	No	15. Can this adverse impact be justified on the grounds of promoting equality of opportunity for one group? Or any other reason				☒	No
			16. Should the policy proceed to a partial impact assessment?				☒	No
			If Yes, is there enough evidence to proceed to a full EIA:				No	
			Date on which Partial or Full impact assessment to be completed by				n/a	

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Signed (completing officer): Tim Sadler Signed (Lead Officer) Tim Sadler

Team members and service areas that were involved in this process:

City Services

People & Equalities:

Executive Director for City Services Equalities & Diversity Business Partner

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DRAFT

To: City Executive Board

Date: 12th September 2012

Report of: Head of Policy, Culture and Communications

Title of Report: THE OXFORD CHALLENGE: ACHIEVING WORLD CLASS TEACHING IN OXFORD CITY SCHOOL SERVING DISADVANTAGED

Summary and Recommendations

Purpose of report: To outline the key findings from stakeholder engagement on the City's Education Attainment Project and to get endorsement of proposals

Key decision? No

Executive lead member: Board Member, Young People, Education and Community Development

Policy Framework: Strong, Active Communities

Recommendation(s):

Appendices to report

Appendix 1 – ***Title?***

Appendix 2: List of the key stakeholders consulted on the project

Introduction

1. Oxford City Council under the aegis of the Oxford Strategic Partnership has committed significant funding alongside the County Council to raise attainment in primary schools in Oxford City. It has set ambitious targets to raise levels of attainment in City schools serving the most disadvantaged communities to 10% above the national average. This would mean:
 - 95% achieving level 2 in Reading at age 7 and
 - 84% achieving Level 4 in English and Maths at age 11 by 2016

2. The current attainment in City schools at age 7 and 11 is presented in **Appendix 1**. The ambition is for schools in Oxford City serving the less advantaged communities to be world class in their ability to raise attainment. It is proposed to designate this programme 'The Oxford Challenge: Achieving World Class Teaching.'
3. Following a conference in July 2011, a decision was made by the City Council in its budget for 2012-16 to invest £1.4 million to support this type of programme. An education adviser was engaged to gather and analyse the views of key stakeholders (listed in **Appendix 2**) and to make proposals for strategic investment to achieve a significant improvement in attainment. The results of this stakeholder engagement were shared and discussed in a seminar at the University of Oxford, Department of Education on June 14 2012, and at the Oxford Strategic Partnership on 21 June 2012.

Analysis of the issues

4. Oxford City primary schools serving the more disadvantaged areas of the city have been very successful in securing an environment where children feel safe and cared for. However, children's failure to learn is too often attributed to the chronic problems and low expectations associated with poverty, mobility, EAL etc, rather than to the approaches to teaching and learning and community engagement. Stakeholder engagement identified the following key issues as ones that would have to be addressed to achieve the aspirations of the City Council:-

(a) Training and development to improve the quality of teaching and learning

Schools leaders need support to provide class teachers with the skills that are needed to ensure progress in children who come from communities of poverty.

Teachers need more training and support to teach the skills of reading, writing, language and numeracy to children aged 4-7 in Key Stage 1 so that they learn fast and effectively, and are not hindered by delayed language development and reduced access to home learning. For children from ages 8-11 in Key Stage 2, the need is to help children who have not developed these skills to catch up – some may need to make 3-4 level of progress (ie cover 6-7 years of schooling in 4 years).

Finally, not enough school leaders and governors feel confident that they have the skills, tools and resources to set and achieve more ambitious targets and significantly improve the quality of teaching from satisfactory to good, and from good to outstanding. Leaders should have access to instructional methods that work right from the start so that children do not fail and become identified as having special needs.

(b) Support to leadership teams in schools serving communities of poverty

Many head teachers who have effectively led schools in other settings, find that specialist strategies are needed to effectively lead schools in disadvantaged areas. There is too often a significant focus on the vulnerabilities of children and the community, sometimes to the point where professionals feel disempowered and pessimistic.

Leaders need to be provided with support and guidance to be able to challenge this view and to enable staff to believe that they have the competence to help children progress, and enable the children to believe in themselves. They also need innovative strategies for engaging with the community. The research shows that in primary schools particularly it is the values, qualities, competences and decision making of the whole leadership team that is important to success.

(c) Recruitment

Recruitment is a challenge for certain posts which are hard to recruit, these include SENCOs, senior leaders, and experienced coordinators with experience in good and outstanding schools.

5. This analysis given by the head teachers, teachers and other stakeholders finds significant support in research. The seminal reports on leadership for schools in disadvantaged areas conclude that:-

‘The leadership of schools is second only to classroom teaching in terms of its influence on student learning, with the greatest impact found in schools where the learning needs are most significant; [\[1\]](#).’

6. The conclusion of the analysis is that the raising attainment project should focus on the two key areas of classroom teaching and leadership.

Proposals

7. **A whole class based programme to accelerate learning in literacy and numeracy**

There is a strong need to provide all primary teachers with training in a research based classroom programme that is grounded in instructional psychology and is able to be successful both at raising standards in language, literacy and numeracy at KS1 to 95% levels, but also to assist children who have not had a good grounding in literacy and numeracy at Key Stage 1 to catch up at Key Stage 2.

The programme will need to:

- Move teaching from poor to satisfactory, from satisfactory to good and from good to outstanding;

- Support teachers to provide good quality class teaching which prevents children from failing and being identified as having special needs.
- Be used consistently throughout the schools to enable good progression as children move up the school;
- Be motivating and engaging for children who have not had the opportunity to access a supportive home learning environment
- Provide teachers with the skills and confidence to meet the targets set by the City Council for those schools;
- Have sound research evidence of its effectiveness in raising standards in schools serving disadvantaged areas;
- Draw on the latest research in instructional psychology which address the delays in language and vocabulary development in the children;
- Provide teachers with feedback on their class teaching in the school to enable them to accelerate pupils' progress

The City's education adviser has identified programmes that would meet these criteria.

8. A world class leadership programme for schools serving disadvantaged communities

To achieve the targets set and to deliver world class teaching will require a high quality leadership programme which enables senior leaders to learn from the best research and practice nationally and internationally. Senior leaders in Oxford City (head teachers, chairs and vice chairs of governors, deputy head teachers and middle leaders who are aspiring deputies) would be enabled to participate in a programme, which would provide:-

- Access to the best research and practice respect to raising standards in schools serving areas of poverty;
- Access to the latest research on what works in engaging communities successfully
- Presentations from successful practitioners who have raised standards;
- Participation in action learning and action research to facilitate application of knowledge and skills and reflect on how to manage change t
- Opportunities to shadow someone in an equivalent role in a school in a disadvantaged area that is achieving high standards;
- An opportunity for the leadership team to receive support within school at key points of the programme to reflect on how to ensure impact on learning;

- An accreditation to an externally approved standard
9. It is proposed that both the above programmes would be offered to schools in Oxford City serving disadvantaged communities which have volunteered to participate in the programme. Part of the process of awarding the tender will involve a presentation to head teachers of the methodology proposed. The contract will be finalised after schools have committed to take up the programme, and the final cost provided will be based on the number of schools involved. The timetable is to invite tenders in July, select providers in September, hold a conference for schools, councillors and other stakeholders on 24 September to present the successful programmes and start the programmes in October.
 10. The programme will be delivered in the 10 Oxford City schools serving the most disadvantaged communities that wish to participate in it. A number of these head teachers have expressed enthusiasm for the above programmes.
 11. The outcomes desired from both programmes are:-
 - Raised attainment in pupils in participating schools and achievement of the City's targets in those schools as set out in paragraph 1
 - Significantly increased proportion of teachers graded as good or better to 90% in participating schools.
 12. Discussions are taking place with Oxfordshire County Council senior officers to ensure that these programmes complement the reading and leadership programmes they are providing.
 13. The City is separately examining the scope for a shared equity housing scheme to address the recruitment issue and a further report will be brought forward to present these proposals.

Risks

14. The following risks have been identified and mitigating action is outlined below:-
 - Schools and academy sponsors will not agree these programmes would be useful. The risk of this is identified as low because the education adviser has met with a number of head teachers and talked to academy sponsors who support the analysis and are interested and enthusiastic about the programmes
 - There will be no contractors bidding for the programmes. The risk of this is low. There are providers who are interested in the programmes.
 - The programmes will not deliver the required improvements. The risk of this is low. The instructional programme contracts will not be awarded unless contractors provide evidence of proven success. The leadership contract will need to be backed by a reputable university.

- Schools will find the separate approaches from the County and City confusing. The risk of this is medium. Further meetings are being set up to ensure that this risk is minimised.
 - The programmes when awarded will not be sustainable. The risk of this is low. Both invitations to tender will require sustainability as part of the bid.
 - More schools will want the programme than is affordable within the funding available. This is a medium risk. The proposed criteria for choosing 10 schools is based on need (%free school meals) and level of attainment. This principle is accepted within the education community.
15. **Climate change / environmental impact:** We will require the instructional programme to be delivered in school thereby minimising travel for teachers. The leadership programme will be provided in a local venue accessible to public transport.
 16. **Equalities impact:** There is likely to be a significant positive equalities impact as the instructional programme aims to narrow the gap for children from areas of disadvantage and who have English as an additional language. All school leaders, teachers and teaching assistants in 10 schools serving communities of poverty with the greatest need will be provided with support. Some schools with smaller percentages of children with free school meals/BME will not receive the programme. These are the schools with higher results. We will need to ensure best practice is shared so that children in other schools who are failing, benefit from the learning in the selected schools.
 17. **Financial implications:** These programmes can be achieved within the identified budget
 18. **Legal Implications.** A formal procurement process will be entered into to ensure that invitations to tender are seen by all possible providers.

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Background papers: ??

Report should be set out in numbered paragraphs. Please do not number heading – number paragraphs only. This makes it easier during the meeting to refer to a specific paragraph.

Name and contact details of author:-

Name

Job title

Service Area / Department

Tel: 01865 xxxxxx e-mail:

List of background papers:

Version number:

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To: City Executive Board

Date: 12th September 2012

Report of: Director of Community Services

Title of Report: GRANT MONITORING INFORMATION FOR 2011/2012

Summary and Recommendations

Purpose of report: To inform members of monitoring information returned by Community & Voluntary Organisations awarded a grant by the City Council in 2011/2012.

Key decision? No

Executive lead member: Councillor Steve Curran

Policy Framework: Oxford City Council Corporate Plan & Oxfords Sustainable Community Strategy

Recommendation(s): Members are asked to note the report

Appendices to report

- Appendix 1 List of Community & Voluntary Organisations awarded a grant through the open bidding and commissioning grants programmes with monitoring feedback.
- Appendix 2 Case studies from various organisations funded through the grant programme.
- Appendix 3 Grants booklet
- Appendix 4 Risk register

Introduction

1. During the financial year of 2011/2012, 68 community and voluntary organisations were awarded a grant through Oxford City Council's community grants programme. The funding supported the delivery of a variety of projects from small community events to welfare benefits advice, community safety projects and the arts.
2. As requested by the Board this is the third year of reporting back to inform Members how the funding awarded through this programme has been spent.
3. One of the conditions for this funding is that organisations agree to provide feedback about their project, event or activities. This feedback

can be done in a variety of ways but generally either by completing a monitoring form, site visit by officer(s) or a combination of both.

4. This report provides Councillors with a brief overview of the achievements reported by community and voluntary organisations (CVOs) funded during the financial year 2011/2012.

Process for gathering monitoring information

5. The requirement to return monitoring information is agreed with CVOs when they sign their terms and conditions for grant funding.
6. The purpose of monitoring is to ensure that the funding awarded to groups is used for the purpose it was given. There is a low risk that monitoring information will not be returned. The process for dealing with this is as follows:
 - Three weeks past the deadline, a reminder is sent out with a copy of the monitoring form
 - Six weeks past the deadline, a second reminder is sent with copy of the monitoring form followed up by email or telephone call.
 - If there is still no response, this is noted on file for future reference.
7. In the majority of cases those organisations that are late in returning their forms will respond after the first reminder. However the following groups have failed to return any monitoring information:-
 - **Roots Allotment Project** awarded £2,000 to contribute towards their running costs working with young people who are Not in Education, Employment or Training (NEET)
 - **TRAX, Oxfordshire Motor Project** awarded £500 to contribute towards the running of two summer activity days for young people at risk of crime.
 - **African & Caribbean Heritage Kultural Initiative (ACHKI)** awarded £500 to contribute towards the training needs of 18 volunteers working in the community café.
 - **Oxford Young Steps** awarded £125 to contribute towards the cost of hall hire for their basketball tournament.
 - **Oxford International Links** awarded £5,000 to contribute towards their programme of twinning events
8. At times monitoring information is used by the Officer Grants Panel when making recommendations when subsequent applications from the same group have been received. It is stated in the grants programme prospectus that monitoring information may be used in this way.

Addressing Council Priority

9. The community grants programme provides funding to a range of community and voluntary organisations who help deliver the objectives set out in the Corporate Plan.

10. Groups funded through the grants open bidding programme will generally deliver activities and events that bring communities together building community cohesion and supporting the Corporate Priority of Strong, Active Communities.

11 Voluntary organisations funded through the grants commissioning programme will be delivering services that have been identified by the Council as making a substantial contribution to the achievement of our corporate goals such as reducing Homelessness and improving Community Cohesion.

Monitoring Information

12 Appendices 1, 2 & 3 provide the following information:-

- Name of organisation / group
- Amount of grant awarded
- Description of project/activity
- Number of beneficiaries
- Brief description of what was achieved
- Total amount of match funding and / or funding levered in as a result of Oxford City Council funding.
- Case studies from a variety of organisations &
- A copy of the grants booklet which gives a brief description about the projects funded through the annual open bidding programme.

Open Bidding

13. Table 1 below summarises the information listed in Appendix 1 for grants awarded through the annual Open Bidding Programme awarded by the City Executive Board on 09.03.11.

Table 1 – Annual Open Bidding Summary

2011/12 Council Priority	Number of projects awarded a grant	Total amount of Grant Awarded (£)	Total of other funding matched or levered in (£)	Number of Beneficiaries from these projects	Some of the things the funding paid for
Strong & Active Communities	19	£68,000	£269,316	32,288 & 7000 households	Community activities & events plus local newsletters

14. Table 2 below summarises the information in Appendix 1 for grants awarded through the small grants programme during 2011-12.

Table 2 - Open Bidding – small grants of up to £500

2011/12 Council Priority	Number of projects awarded a grant	Total amount of Grant Awarded (£)	Total of other funding matched or levered in (£)	Number of Beneficiaries from these projects	Some of the things the funding paid for
Strong & Active Communities	21	£8,067	£56,736	4,403	Community events, young people activities

15 Tables 4 & 5 below summarises the information listed in Appendix 1 for grants awarded through the commissioning programme.

Table 4 – Commissioned Grants Summary

2011/12 Commissioning Theme	Number of groups funded	Total amount of Grant Awarded (£)	Total of other funding levered in (£)	Number of Beneficiaries from these projects	Some of the things the funding paid for
Arts	10	£248,596	£8,351,183	336,982	Training in film & digital media, music, Twinning events
Homelessness	8	£442,279	£3,704,627	1,319	Day centres, life skills, specialist workers,
Community Safety	3	£58,082	£246,364	748	Domestic violence outreach, helpline service for victims of sexual violence,
CVO Infrastructure	1	£48,736	£628,808	432 organisations who are members of OCVA of which 58% are in Oxford City	Providing information, support and advice to the voluntary sector.
Specialist Play	1	£15,000	£90,103	119	Adventure playgrounds, supporting disabled children to participate in mainstream

					play
Oxford Credit Union	1	£20,000	£43,000	1,250	Provides financial inclusion
Totals	24	£832,693	£13,064,085	340,418 & 432	CVOs supported

Table 5 - Summary from Advice Centres

2011-12 Council Priority	Number of Organisations	Total amount of Grant Awarded (£)	Number of Beneficiaries from these projects	Total Benefit take up (£)	Total amount of Debt Written Off (£)
Advice	4	£469,768	11,199	£2,877,248	£835,598

16. Oxford's population is estimated to be around 150,000 (including over 30,000 full time students). The total number of people who benefited from projects and activities funded through the open bidding & small grants programmes was 36,656, just over 24% of Oxford's estimated population. It should, of course, be noted that one person might well have benefited from more than one project. For example one person may have attended a range of events that took place in Oxford last year, such as the Cowley Road Carnival or the Elder Stubbs Festival.

Joint Monitoring

17. For those community & voluntary organisations that are funded by one or more of the District and County Councils, the Grant Officers Group (which has a representative from each of the District and County Councils) is working together on information sharing and joint monitoring.
18. Joint monitoring visits are taking place with Oxfordshire County Council to monitor the advice centres as these organisations are currently funded by both authorities.

Climate Change / Environmental Impact

19. This report notes, amongst other things, the monitoring information received from the Oxford Urban Wildlife Group which specifically supports action to improve the local natural environment.

Equalities Impact

20. Grant funding awarded to community and voluntary organisations has a significant and positive impact on equalities and promotes community cohesion. In particular, some grants actively support the achievement of equality by otherwise marginalised groups, such as funding supplied to Oxford Friend, to Oxford Sexual Abuse & Rape Crisis Centre and for domestic violence advisors, for example.
21. When applying for grant funding each organisation has to supply a copy of their equal opportunities statement to confirm they comply with this legislation

Financial Impact

22. The recommendations have no financial implications

Legal Implications

23. There are no legal implications

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List of background papers: none

Version number: 4

APPENDIX 1

Grants to Community & Voluntary Organisations

Annual Open Bidding - 2011 / 2012

Grants Awarded under Council Priority - Strong & Active Communities

organisation/project	Grant Awarded (£)	Description of project	Number of people benefiting	Achievements / Outcome
Archway Foundation	5,000	A project that supports individuals suffering from loneliness.	450	450 individuals held on database. They have recorded 110 people accessing social sessions and events who have been befriended by volunteers who listen and explore ways to offer further support. Users also have opportunities to meet other people in similar situations and engage in organised events. See Case Studies for outcomes in appendix 2
Barton Community Association	300	Therapy Day at Barton - a day offering complementary therapies and treatments alongside information, knowledge and education to encourage people to consider a change in life style with the aim of improving their quality of life.	1000	These two events were held on the same day last year (on 19.11.11). An estimated 1000 local people attended throughout the day.
Barton Community Association	450	Barton Bash - a local annual community event held in Barton for all residents of the estate.		
Barton Community Association	3,000	Hands on News - a quarterly community newsletter delivered free to all households on Barton. Offering training opportunities in journalism, editing, computer skills and photography	delivered to 2000 households	Newsletter delivered to all households on Barton, 14 residents have received training in community journalism and they have 7 local volunteer journalists.
Blackbird Leys Credit Union	5,000	A financial cooperative offering its members flexible savings and affordable loans	1050	This has been a difficult year for this project, reduced funding streams has meant they have had to reduce their opening hours, although they continue to work with Oxford Credit Union to amalgamate their services.

APPENDIX 1

Grants to Community & Voluntary Organisations

Annual Open Bidding - 2011 / 2012

Grants Awarded under Council Priority - Strong & Active Communities

Blackbird Leys Community Development Initiative	2,635	The Clockhouse Project - running activities for local residents over 50, promoting healthy life styles,	77	Tai Chi & yoga ran weekly throughout the year, while dancing ran monthly. Feedback from attendees have noticed improvements in their health, improved flexibility, feeling more cheerful, joints less painful, sleeping better, easier breathing and more energetic.
Cowley Road Works	7,500	A two day carnival event that incorporate Fiesta in the Park and Cowley Road Carnival. -	23,300	The carnival took place over the weekend of 2nd & 3rd July 2011. 688 people performed in the Carnival procession, 647 people performed on the stages at Carnival in the park, 3650 people participated in free workshops & activities at Carnival & Fiesta, 67 groups & individuals had stalls including 18 charities, 93 volunteers worked over 660 hours, 7 freelance posts were created and with local providers were contracted to provide infrastructure and services such as staging, lighting, sound, marquees and toilets.
Cotteslowe Community Association	1,500	Summer Playscheme 2011 - A 3 week summer playscheme for 50 children aged between 5-11 years old on the Cotteslowe Estate.	33	Although not all of the places were taken this year, there were a few children with very high support needs. 54% of the children were from families on benefits. Outcome - from feedback parents reported a growth in confidence and skills in their offspring. Also noted was a reduction in anti social behaviour on the estate during the school holidays.
Cotteslowe Seniors Group	450	A lively supportive group for the over 50's living in the Cotteslowe area.	35	funding contributed towards special wheel chair access transport, speakers fees and helped subsidised fees for some members of the group. .

APPENDIX 1

Grants to Community & Voluntary Organisations

Annual Open Bidding - 2011 / 2012

Grants Awarded under Council Priority - Strong & Active Communities

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Donnington Doorstep Family Centre	10,000	A free drop in facility for young people aged 8-18 years old. That aims to improve the knowledge of those attending with a better understanding of what it means to be healthy, stay safe, enjoy and achieve.	218	In 2011/12 this project had 218 C&YP registered as using this drop in facility and over 3000 recorded visits, 31 of these C&YP received additional 121 support. Positive engagement with girls and young women at risk of sexual exploitation, increasing their knowledge of their rights, to understand their situation and have access to the help and support they need. See case study in appendix 2
Kids Enjoy Exercise Now (KEEN)	6,000	A project that provides sporting and other recreational activities for children & young people with special needs in the Oxford area.	140	During the academic term, 4 weekly recreational sessions are held for children & young people with special needs. The benefits to users are that they often gain confidence, pride, and a sense of belonging, as well as making great steps physically. The students (volunteers) become their friends as well as their coaches. For the often over-worked parents, KEEN provides a much-needed break, and all activities are free.
Leys News	5,000	A free community newsletter, delivered to all households on Blackbird Leys and Greater Leys	5000 households	Leys News was distributed to all households on both Leys estates each month. Leys News carry out community journalism training on behalf of Brookes University. Supporting other community groups across the city to produce community newsletters in their area.
Open Door	4,000	Offers advice and referral services for asylum seekers & refugees. Operates as a drop-in service with lunch provided. Indoor games and leisure activities on Thursdays, between 11am and 4pm	54	On average 41 asylum seekers & refugees attend this weekly session. Free meals provided, signposting and support to complete job applications which has helped people to build more productive lives.

APPENDIX 1

Grants to Community & Voluntary Organisations

Annual Open Bidding - 2011 / 2012

Grants Awarded under Council Priority - Strong & Active Communities

Oxford Friend	3,000	A confidential telephone help line, advice, support and counselling to Oxfords gay men, lesbian, bisexual community, their family and friends	211	Telephone service open 3 evenings a week from 7pm-9pm during these times, over the year, volunteers handled 211 active calls and 195 emails
Oxford Urban Wildlife Group	2,250.00	Boundary Brook Nature Park - a local nature reserve managed by a group of volunteers	700	During the year a variety of outdoor & indoor events were held, this included wildlife walks and talks to botanical surveys of green sites. There were also 11 escorted groups of school children. The benefit to the community is a greater understanding of their wildlife surroundings.
Restore	1,415	Elder Stubbs Festival - An annual event promoting mental health awareness and bringing the community together.	3,000	Service users were closely involved in every level of planning and running the event, demonstrating their capabilities and dispelling myths about mental health. Interactive community activities during the day contributed to bringing people together and creating a community. See case study in Appendix 2
Roots Allotment Project	2,000	A project that works with young people who are not in education, employment or training.	0	NO INFORMATION RETURNED
South Oxford Adventure Playground	8,000	A facility that offers play and recreation opportunities for children & young people aged 5-15 years old.	1,620	The adventure playground was open for the Easter, Summer and Autumn holidays, offering safe recreational activities for C&YP from across the city.
West Oxford Community Association	500	West Oxford annual fun day held on 16.07.11	400	unfortunately torrential rain until 1pm prevented many people from getting out or they made other plans.

Total amount awarded

68,000

Total number of beneficiaries

32,288
7000
households

Total other funding levered in

45

Other funding received for this project (£)
27,691
2,460
500
6,044

46

26,560.00
138,050.00
5,000
100

47

15,423
8,000
12,750
0

48

3,689
3,954
237
0
17,941
917

269,316

APPENDIX 1

Grants to Community & Voluntary Organisations / Groups

Small Grants awarded in 2011 / 2012

49

organisation/project	Grant Awarded (£)	Description of project	Number of people who benefited	Achievements	Other funding received for this project (£)
Old Marstons Over 50's Club	400	A thriving club that has been in going for 11 years, with over 80 members. Funding awarded to subsidise speakers fees and social activities	84	During the year they had 9 speakers on subjects that vary from health to walking in France, 4 outings to places of interest & 5 events.	1,011
Oxford Civic Society - Oxford Street Parties	370	Funding awarded to purchase one street party kit to be use by community groups in the South East area of the city.	70	Party kit has been used by 3 groups since being purchased earlier this year, and recently by groups in Blackbird Leys to celebrate over the Jubilee weekend.	0
Oxford Cricket Club	500	Funding awarded to continue and promote girls and women's cricket	50	2 women teams and 2 girl teams regularly meeting and played in men's league.	2,890
Oxford Emergency Food Bank	500	Funding awarded to contribute towards their general running costs	800	Generally people who need the support from this project are experiencing some form of delay in benefits.	4,242
TRAX	500	Funding awarded to contribute towards the costs of running 2 summer activity days for young people classified as at risk of crime	0	NO INFORMATION RETURNED	0

APPENDIX 1

Grants to Community & Voluntary Organisations / Groups

Small Grants awarded in 2011 / 2012

organisation/project	Grant Awarded (£)	Description of project	Number of people who benefited	Achievements	Other funding received for this project (£)
Eve Women's Well Being Project	500	Funding awarded to contribute towards their running costs to expand their service into Oxford.	250	Of the 250 women supported 8 were from Oxford & 1 they supported to move who was at risk.	3,000
Ark T Centre	500	Funding awarded to contribute towards finishing acoustic treatments to ensure quality recordings at the music studio for young people.	150	368 young people have accessed the Ark T music studio sessions and live gigs. 90% of attendees are from BBL, RH, Cowley & East Oxford.	3000
Greater Leys Football Club	387	Funding awarded to contribute towards hall hire for winter training for the under 10's	12	The safe environment meant that 12 boys & girls improved their ball and social skills	198
ACHKI	500	Funding awarded to contribute towards the training needs of 18 volunteers working in the community café	0	NO INFORMATION RETURNED	0
Oxford Young Steps	125	Funding awarded to contribute towards the hall hire charges for a basketball tournament taking place on 01.10.11.	0	NO INFORMATION RETURNED	0

APPENDIX 1

Grants to Community & Voluntary Organisations / Groups

Small Grants awarded in 2011 / 2012

organisation/project	Grant Awarded (£)	Description of project	Number of people who benefited	Achievements	Other funding received for this project (£)
Green Square (Oxford Citizens Housing Association)	250	Funding awarded to contribute towards the Rose Hill Christmas event.	600	Over 600 local people came to watch the switch on of the Christmas tree lights on the Oval. They then moved onto the Community Centre to sample the international food festival, singing and dancing.	2650
Cohesion Festival	250	Funding awarded to contribute towards the festival taking place on 02.12.11.	150	50 people were involved creating music and at least 100 people attended music event	6207
HEERA	480	Funding awarded to contribute towards the activities of this group.	25	An Asian women's group on Rose Hill that is reaching vulnerable women in the local area	640
South Oxford Community Association	255	Funding awarded to pay for the printing costs of their community newsletter.	2,500 households	The newsletter enabled the association to publicise their activities and work going on, raising awareness about what they do, As a result this has led to increased participation at events.	0

APPENDIX 1

Grants to Community & Voluntary Organisations / Groups

Small Grants awarded in 2011 / 2012

organisation/project	Grant Awarded (£)	Description of project	Number of people who benefited	Achievements	Other funding received for this project (£)
ASPIRE	500	Funding awarded to contribute towards working with unemployed young parents offering new skills that will help them into employment or further education	9	9 young parents have undertaken basic food hygiene training, they have received catering skills to help them into employment or further education. The parents have had the opportunity to build their confidence and self esteem through active participation in the project and to learn valuable team work & planning skills.	355
Cutteslowe Community Association	500	Funding awarded to contribute towards establishing a youth forum at Cutteslowe	13	So far, 3 meetings of the youth forum have taken place and represents all clubs in the area. Members are learning to listen to each other and contribute to centre policy and make practical decisions which affect them and others.	0
Modern Art Oxford	500	Funding awarded to contribute towards three community workshops that will develop and produce a piece of interactive artwork	10	workshops taken place in Blackbird Leys and Kennington village, participants have learnt new skills in photography and film.	10,000

APPENDIX 1

Grants to Community & Voluntary Organisations / Groups

Small Grants awarded in 2011 / 2012

53

organisation/project	Grant Awarded (£)	Description of project	Number of people who benefited	Achievements	Other funding received for this project (£)
Oxford May Music Festival	200	Funding awarded to contribute to the Oxford May Music Festival	1,170	The event introduced new audiences to science and classical music. The event attracted tourists into the city and recorded attendees who had come especially for the festival from France and Germany.	20,110
Oxfordshire RSPCA	500	Funding awarded to provide free dog microchipping for local residents living on Blackbird Leys & Greater Leys	0	project delayed - sessions to take place later in the summer	0
Reading Quest	100	Funding awarded to purchase books & activities to be used by children on Barton	10	10 children with literacy & numeracy problems supported in Barton	360
Oxford International Women's Festival	250	Funding awarded to contribute towards the design and printing of the 2012 programme of events booklet	1,000	The event raises awareness of issues affecting women & encouraged and enabled women to showcase their skills & knowledge. It gave many the opportunity to participate in activities they would not normally be able to..	2,073
Totals	£8,067		4403		£56,736

APPENDIX 1

Commissioned Arts Organisations in 2011 / 2012

Council Priority - Improve the Local Environment, Economy & Quality of Life

Commissioned arts partner	Grant Awarded (£)	Description of work area	Total number of Beneficiaries (attendances/p articipation at events & activities)	Key Outcomes Achieved	Other funding levered in for this project (£) (exc. Earned income)
Fusion	36,923	A community arts organisation delivering a programme of arts for adults and children from deprived communities. Deliverer of consultation workshops for public art installations and activity throughout the city.	8,057	<p>Developing centre-based and off site activities exploring new art forms to benefit the local community included a wide range of artistic events, short courses and one off bookings as well as 12 on going regular classes offering a varied programme catering for the under 5's to the over 50's which has gone from strength to strength this year. Over 13 bands have performed at bi-monthly Pop Up Nights and 20 individual artists have exhibited to date. Regular on site groups have flourished with the NHS run mental health group 'Artscape' offering weekly art classes for adults with early onset dementia. Developing Links and encouraging community cohesion in disadvantaged areas of the city.</p> <p>The I, Cowley project - a Heritage Lottery Fund (HLF) funded arts & heritage project in partnership with the Ark T Centre, the Oxfordshire Records Office and the Museum of Oxford. The Storymakers an acclaimed multi-arts course for school children with speech, language and communication difficulties that has been awarded a further 2 years funding from Children in Need.</p>	68,961

APPENDIX 1

Commissioned Arts Organisations in 2011 / 2012

Council Priority - Improve the Local Environment, Economy & Quality of Life

Commissioned arts partner	Grant Awarded (£)	Description of work area	Total number of Beneficiaries (attendances/p articipation at events & activities)	Key Outcomes Achieved	Other funding levered in for this project (£) (exc. Earned income)
Modern Art Oxford	60,000	An international art gallery working with local, national and international artists to deliver community & education programme aiming to increase the enjoyment and understanding of contemporary art and providing an internationally renowned exhibition programme.	98,394	<p>Community</p> <p>The Gallery continued its programme of engagement with the Rose Hill community: Art in Rose Hill, including two exhibitions in the Gallery, Maria Pask: Déjà vu, and Jon Lockhart: Manual Labour; an ongoing artist in residence programme with Brook and Black; family days and book launches.</p> <p>Education</p> <p>The Gallery hosted several education open evenings; weekly life drawing classes; regular exhibition talks and tours for students and groups; an Artist Teacher Scheme with Oxford Brookes University; an exhibition of work by Ruskin School students; and several residency programmes.</p> <p>For families, the Gallery hosted twice weekly art trolleys offering free art activities; children's discos; family days; and workshops including a Big Draw event.</p> <p>The gallery also hosted thirteen work placements and internships, and hosts an Inspire Fellow in partnership with Royal College of Arts (RCA).</p>	1,928,330
Oxford Contemporary Music (OCM)	2,500	Working with musicians and artists to deliver music focused projects in the community and providing a professional innovative and experimental music series.	10,160	OCM's work in 2011-12 made new connections with Oxfords diverse cultural communities and insitutions to bring surprising, inspiring and accessible new music events to the city. Local artists were commissioned and formed partnerships with Oxfords museums and galleries and used emerging venues to create and stage cutting edge and world class new music. OCM continued its Warneford Chapel concerts in partnership with Artscape & Oxford Health NHS Foundation Trust. These events offer live music to the service users to the Warneford hospital and general public to create new audiences. In autumn 2011 OCM received confirmation that its major project for 2012 would be given funding from the Greater London Authority and would be included in the Cultural Olympiad as part of the Major of London secrets programme and the London 2012 festival. The project will receive very high media coverage. OCMs work helps to maintain Oxfords profile as a world class cultural city.	145,377

APPENDIX 1

Commissioned Arts Organisations in 2011 / 2012

Council Priority - Improve the Local Environment, Economy & Quality of Life

Commissioned arts partner	Grant Awarded (£)	Description of work area	Total number of Beneficiaries (attendances/p participation at events & activities)	Key Outcomes Achieved	Other funding levered in for this project (£) (exc. Earned income)
Film Oxford (OFVM)	29,304	Making film and digital media more accessible to all, particularly those from deprived and disadvantaged communities. OFVM also run Location Oxfordshire to encourage and manage filming in Oxford.	6,394	64 training courses ran last year with a total of 506 people involved of which 91 were on benefits. The number of productions supported by OFVM was 54 which involved a total of 432 people. Projects include: Shadowlights. A continuing programme of support for digital artists with learning disabilities running through the year. Developing 8 films for a later screening at Modern Art Oxford. First Light project working with 60 young people around Oxfordshire delivering film and digital media training and production support. 4 experimental short films created around Olympic themes. Summerscreen. 43 young people trained and two major outdoor screening in local parks attracted 900 people	179,823
Oxford Inspires	45,735	Oxford's cultural development agency creating new opportunities for arts and heritage organisations to promote and develop their work.	29,000	Oxford Inspires supports cultural action in Oxfordshire, ensuring that more people have more opportunities to enjoy great cultural experiences more often. Oxford Inspires is the cultural development agency for Oxfordshire. Its role is to make it easier and more attractive for Oxfordshire residents and visitors to access cultural opportunities and to help create the conditions that enable artists and cultural organisations to flourish. Highlights to date: • £2million additional investment secured for cultural activity Since 2005 Oxford Inspires has secured about £2million additional investment. This is in addition to core costs provided by Oxford Inspires stakeholders. The majority of this £2million has passed to other organisations to deliver their programmes. Examples of this 2011/12: • £10k for Pegasus MESH 2011 • £10k for Christmas Light Night 2011 • £750k approved from the Legacy Trust	249,098

APPENDIX 1

Commissioned Arts Organisations in 2011 / 2012

Council Priority - Improve the Local Environment, Economy & Quality of Life

Commissioned arts partner	Grant Awarded (£)	Description of work area	Total number of Beneficiaries (attendances/p participation at events & activities)	Key Outcomes Achieved	Other funding levered in for this project (£) (exc. Earned income)
Oxford Playhouse (OP)	24,675	A theatre for everyone - delivering performances out in the community and providing a mixed programme of high quality performances across art forms, for the whole community.	149,606	In 2011/12, a total of 704 performance/events were programmed by Oxford Playhouse for Main stage. Playhouse Plays Out programme is a successful tool for generating a wider engagement with the arts, as it has attracted a broader range of people from traditionally under represented areas, ethnicities and socio economic backgrounds. Tickets are heavily subsidised or free. There were 165 performances of family friendly productions including the Jungle Book, Mr Stink, and the Very Hungry Caterpillar which attracted 47,045 family audiences, Mr Stink involves issues around homelessness and Oxford Playhouse worked with local Big Issue sellers who did Q & As with the family audiences after performances.	3,424,448
Oxfordshire Theatre Company	2,500	A touring theatre company - making theatre more accessible to wide audiences who would not normally access theatre.	505	<p>Productions aimed at specifically targeted audiences from socially excluded groups included:</p> <p>The Jungle Book (Sept-Dec 2011) a new adaptation of Neil Duffields script. The production toured throughout Oxfordshire, audience comments included "What a wonderful show, we thoroughly enjoyed the play", I was hugely impressed with the acting, really enjoyable all the children aged 4-12 loved it." We continue to develop our relationship with the Oxford Deaf & hard of Hearing Centre where the production was BSL interpreted for the audience. Following on from the showcase event of 'Giants in the Earth' at the Oxford University Museum of Natural History, we also received a development grant from the Arts Council England to work further on the production. The development grant allowed the team to engage further with the Museum by filming a trailer for the production.</p>	356,336

APPENDIX 1

Commissioned Arts Organisations in 2011 / 2012

Council Priority - Improve the Local Environment, Economy & Quality of Life

Commissioned arts partner	Grant Awarded (£)	Description of work area	Total number of Beneficiaries (attendances/p participation at events & activities)	Key Outcomes Achieved	Other funding levered in for this project (£) (exc. Earned income)
Arts at the Old Fire Station	15,500	This is a new charity created to promote excellence and participation in art and culture and to work with CRISIS to help end homelessness	10,555	From opening in November 2011 to the end of March 2012 there have been over 10,500 visitors to the shop and gallery including 1,000 at the opening event. During this time 31 Oxfordshire artists have exhibited their work, and given 6 local people the opportunity to organise and curate exhibitions. They have provided the opportunity for Brookes graduates to use workshop space and they plan to take work placements from Brookes in 2012-13. CRISIS Skylight members have begun to create art and up to the end of March a series of projects have been initiated which will result in public exhibitions of their work in 2012-13.	15,157.00
Pegasus Theatre	26,459	Home to Oxford's Youth Theatre and a flagship arts centre it can truly be proud of with young people at its heart, an energy and vibrancy to match the diversity of the area.	24,311	Young Leaders Pegasus continues to train and develop young people to become youth arts and cultural leaders and following the completion of their year in one of the three youth theatre companies (theatre, dance, production), they are invited to apply for an employed (paid) position as Youth Arts Assistants on projects supporting and mentoring younger children as well as leading elements of the sessions. This work is overseen by their Participation Officer. Whilst remaining firmly rooted in our community, Pegasus aims to be strategically on the map and become a player in the national and international cultural arena. In the past limited by the physical capacity of the old building, the new facilities at Pegasus offer opportunities to do different types of activities as well as work in different ways.	1,983,653
Oxford International Links (C	5,000	OIL is an umbrella organisation that co-ordinates many twinning events throughout the year	0	NO INFORMATION RETURNED	0

58

Total amount awarded 248,596

Total number of beneficiaries 336,982

Total amount of funding levered in 8,351,183

APPENDIX 1

Commissioning Homelessness 2011 / 2012

Grant Funding Awarded under Council Priority & Strategic Objective - More Housing & Better Housing For All.

organisation/project	Grant Awarded (£)	Description of project	Number of Beneficiaries	Achievements	Other funding received for this project (£)
Aspire	112,690	A social enterprise offering training and work opportunities to homeless and previously homeless people in the Oxford area .Aspire's central focus is to facilitate the transition from homelessness through the experience of supported, paid employment. All Aspire employees work within a directed employment plan, with a view to move on to permanent full time work within 6-12 months	280	Aspire worked with 283 individuals last year, 83% of these people abstained from drink & drugs whilst engaging with Aspire, 21 people secured full time work and were off all out of work benefits, 47 secured part time employment, 55 were engaged in voluntary work placements and 63 engaged in training & apprenticeship opportunities. 14 people were supported to independent living while 16 progressed to second stage housing eg hostel accommodation or supported housing.	238,313
Elmore Community Services	52,067	The Elmore Team provides practical help, emotional support, advocacy and outreach for people who have complex needs and who are not picked up through other services available. The service also provides training for colleagues in the health and social services network	111	This team work with people who have complex needs to support them to maintain their tenancies thus avoiding homelessness. 92% of the people they worked with throughout the year remained in a fixed abode, whether that was in private rented accommodation, council temporary accommodation or permanent council tenancies.	622,249
Emmaus Oxford Furniture Store	25,000	The Emmaus furniture store sell a wide range of second hand furniture and home wear items at low prices to low income households in Oxford. Revenue gained from this is ploughed back into the Emmaus Community Oxford	n/a	There were a total of 5,528 items delivered and collected last year. 17,853 single items were sold and the average price per item was £14.58. This work helped prevent 261 tons of furniture going to landfill.	119,278
Oxford Homeless Pathways	133,432	Formerly known as Oxford Night Shelter, the Oxford Homeless Pathways project is a 56 bed hostel for single homeless people and couples, providing 3 meals a day, a wet room and a range of meaningful activities as well as emergency facilities, resettlement advice and assistance, and appropriate move-on accommodation	516	56 beds regularly occupied each night, not always by the same people. During the year 244 clients supported to move on in a planned way. .	2,412,116
Simon House	11,596	Provides 2 respite beds for up to 28 days for people who are housed but are struggling to cope with their tenancies due to alcohol and drug problems/issues	8	For 5 clients this respite helped them to sustain their tenancies while two were temporarily suspended from their supported accommodation and one person was mentally unwell and struggling to cope so is being supported through other resources..	n/k
One Foot Forward	42,992	A hostel offering accommodation for 20 young people aged between 16-25 years old as well as helping young homeless people develop their life skills and providing a day service, including structured activities targeted towards sustainable living, food, information and support. The projects also provides a base from which resettlement work may be undertaken	175	On average this project worked with 47 young people each quarter and over the 12 month period they supported 71 young people to move on of which 30 moved into alternative supported accommodation, 51 returned to family or moved in with friends, 4 moved into independent private rented accommodation, 1 moved into a B&B, 1 took a local authority tenancy & 4 returned to their previous home.	n/k

APPENDIX 1

Commissioning Homelessness 2011 / 2012

Grant Funding Awarded under Council Priority & Strategic Objective - More Housing & Better Housing For All.

organisation/project	Grant Awarded (£)	Description of project	Number of Beneficiaries	Achievements	Other funding received for this project (£)
The Gatehouse	9,502	This organisation provides an open access drop-in centre for homeless and socially excluded persons, over 25 years of age.	68	The Organisation provides sandwiches, cakes and soups, as well as hot and cold drinks, as appropriate, and fruit where possible. They also offer art and literature nights	112,918
The Porch Steppin' Stones Centre	55,000	This organisation provides a day centre for locally based single homeless and socially excluded persons over the age of 18 years old. This centre provides a number of activities including an allotment scheme, access to computers, complementary medicine & hot meals. It provides workshops and training in life skills. such as money management, literacy, numeracy and for one person at any one time an opportunity to study for an NVQ grade 1 in cookery.	161	During the year 18 individuals took part in courses run by this organisation & 4 users of the centre obtained paid employment or volunteer placement.	199,753
Total	<u>442,279.00</u>	Total number of beneficiaries	<u>1319</u>	Total	<u>3,704,627</u>

PLEASE NOTE: Due to the nature of these services and client group some of this data may be counting individuals twice because they may be using more than one service.

APPENDIX 1

Commissioning Community Safety 2011/2012

Grant Funding Awarded under Council Priority - Reduce Crime & Anti Social Behaviour

organisation/project	Grant Awarded (£)	Description of project	Number of Beneficiaries	Achievements	Other funding received for this project (£)
A2 Dominion	35,082	Funding awarded to pay for a full time Domestic Abuse Outreach Worker.	163	This post holder worked in partnership with both statutory & voluntary agencies to support & empower 70 adults & 93 children affected by domestic abuse.	n/a
Asylum Welcome	8,000	Funding awarded to work with young people aged between 16-25 years old who are unaccompanied asylum seekers.	40	Regularly working with 40 young people who are unaccompanied asylum seekers, responding to their needs at a time when they are emotionally volatile and unsettled. Football training is used as a way to engage with them and a total of 95 participants attended sessions last year.	184,272
Oxford Sexual Abuse and Rape Crisis Centre	15,000	Funding awarded to support this helpline which provides support for women who have experienced sexual violence either in childhood or as adults	545	This organisation has again seen an increase from previous year. From the 545 people supported in 2011-12, 6% were rape related, 5% were historic child abuse issues, 3% were sexual assault, 1.5% were domestic sexual assault & 63% did not disclose the type of abuse.	62,092

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Total awarded to Community Safety

58,082

Total number benefiting

748

Total other funding levered in

246,364

APPENDIX 1

Commissioning CVO Infrastructure 2011 / 2012

Grant Funding Awarded under Council Priority - Stronger & More Inclusive Communities

Organisation/project	Grant Awarded (£)	Aims of project	Total amount of other funding (£)
Oxfordshire Community & Voluntary Action (OCVA)	48,736	<p>Support for improved communication, networks and access to information so that: voluntary and community organisations have appropriate information about policy and strategy that affects them and are supported to voice their responses;</p>	628,808
		<p>Support for voluntary and community group development so that: charities and social enterprises are enabled to deliver high quality services by successfully securing income, improving joint working, and achieving quality standards;</p>	
		<p>Support for volunteering so that: voluntary and community organisations are enabled to recruit and retain sufficient volunteers for existing and new services and to manage these volunteers to a high standard;</p>	

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Support the development of Community & Voluntary Organisation's

2011-12 Targets	Achievements
1-1 support for 60 groups City-wide. Support includes funding advice, business planning, constitutions and legal structure, policies including health & safety, risk assessment, insurance, HR & employment good practice and the law. .	A total of 109 community groups supported an increase of 18% from previous year.
Use organisational health check and monitor results.	4 organisations have undertaken the health check this year a reduction of 50% from previous year.

Grant Funding Awarded under Council Priority - Stronger & More Inclusive Communities

2011-12 Targets	Achievements
13 training workshops at least 5 in City	48 held - 21 in City - workshops were on a variety of subjects which included 'introduction to Community Action', 'Equality & Diversity', 'Community volunteers qualification', income generation, funding your work in a changing environment'.
Resource centre kept up to date and information to include volunteering.	completed and on going
A total of 50 up to date and high quality fact sheets and FAQs available on OCVA website, including 20 on volunteering.	framework for comprehensive suite of fact sheets now developed and first set of new fact sheets on website - on going.
On line guide to Funding Opportunities in Oxfordshire & annual satisfaction survey	visitors to OCVA website can download details of funding opportunities across the county
Maintain on line directories and resources including directory of premises and directory of support services.	completed and on going
500 members (50% city based)	549 members at end of March 2011 (53% city based)

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Commissioning CVO Infrastructure 2011 / 2012

Grant Funding Awarded under Council Priority - Stronger & More Inclusive Communities

2011-12 Targets	Achievements
Maintain quality programme for community & voluntary sector forums. To enable CVS and statutory partners to come together with a minimum of 40 attendees per forum	Good attendance at city forum with 100% positive feedback

APPENDIX 1

Commissioning Specialist Play 2011 / 2012

organisation/project	Grant Awarded (£)	Description of project	other funding (£)
Parasol	10,000	An inclusive playscheme supporting disabled children and young people in accessing mainstream play & leisure activities.	90,103

2011-2012 - Targets	Achievements
Work with at least 60 disabled children (5-12 years) over the year	In the year (2011/12) Parasol supported 62 disabled children (aged 5-12 years old) at playschemes across the city. Of which 47 were at Tower Playbase.
Work with at least 30 disabled teenagers (13 - 19years) over the year	During the year (2011/12) Parasol supported 57 disabled young people (aged between 13-19).
Work with play providers in Oxford City to enable disabled children & young people to take part in activities over the course of the year	Parasol supported children at Tower Playbase in Northway, John Henry Newman School in Littlemore, SOAP in South Oxford, Donnington Doorstep in East Oxford and Dovecote in Blackbird Leys. Disabled teenagers were supported at a summer scheme on the Peers Campus.

Parasol had a pool of 43 individual workers available for work in the summer of 2011. Some were employed for the full Summer holiday period (25 days) but all were employed for at least 1 day. Staff received training in first aid, safeguarding & gentle restraint to help them in their work. Some staff attended specific training for those carrying an epipen or requiring medication in the case of an epileptic episode.

APPENDIX 1

Commissioning Advice Centres 2011 / 2012

ADVICE CENTRE MONITORING

		Rose Hill and Donnington Advice Centre	Agnes Smith/BBL Neighbourhood Support Scheme	Oxford Community Work Agency	Oxford CAB
Oxford City Council funding		£90,478	£85,290	£94,000	£200,000
Additional funding from Oxfordshire County Council		£14,360	£14,684	£99,566	£24,000
other additional funding eg fundraising, donations, grants		£0	£94,726	£161,863	£102,725
Number of clients :	New	631	496	934	4,585
	On-going	988	839	476	2,250
	total	1,619	1,335	1,410	6,835
Total number of contacts	includes telephone, face to face, casework, appointments, signposting and consultancy (clients are counted more than once)	2,385	2,472	n/a	20,432
Gender:	Male	615	554	661	3,345
	Female	920	986	749	3,468
	not recorded	0	0	0	22
Age:	under 25	238	158	105	773
	25-59	1,057	1,204	748	4,655
	60-74	160	119	481	857
	75+	25	58	76	213
	not recorded	139	1	0	338
Ethnicity:	White	1,277	1,929	1,100	4,603
	Black	81	348	106	528
	Asian	227	98	128	445
	Chinese or other ethnic group	1	6	1	501
	Mixed race	4	83	35	297

		Rose Hill and Donnington Advice Centre	Agnes Smith/BBL Neighbourhood Support Scheme	Oxford Community Work Agency	Oxford CAB
	Not stated	0	7	8	383
Disability or long term sick		514	560	1,087	1310
Type of visit/ contact:	Out Reach / out of office	30	823	0	n/a
	Court Visits	1	4	187	n/a
	Home Visits	52	19	9	n/a
	In house / office	1,414	1,625	1,214	n/a
Issues / categories: presented by client					
Benefits	Social care /means tested	162	143	731	0
	Tax Credits	132	48	58	598
	DLA, Carers Allowance	159	73	363	1,708
	Incapacity Benefit / ESA	152	76	12	66
	Pensions	31	21	0	388
	Child Support / Child Benefit	57	3	0	226
	Income allowances (eg Job Seekers Allowance, income support)	22	22	0	830
Debt	Priority debt (rent, mortgage, council tax)	249	664	31	1,279
	Non priority debt (catalogues etc)	386	887	89	1,549
	Other (family, friends etc)	14	2	39	485
Housing	Conditions	16	15	2	n/a
	Homelessness/threatened homelessness	40	45	5	296
	Environmental/neighbour issues	15	2	0	93
	Housing costs (excluding housing debts)	15	5	0	n/a
	Other housing issues	89	19	6	1,282
Other	Charities	210	113	0	199
	Community care	2	1	0	35
	Consumer & general contract	76	66	3	330

		Rose Hill and Donnington Advice Centre	Agnes Smith/BBL Neighbourhood Support Scheme	Oxford Community Work Agency	Oxford CAB
	Crime	2	4	0	0
	Education	22	4	0	179
	Employment	30	7	0	1,976
	Family	47	9	0	0
	Health	39	6	0	163
	Immigration / Nationality	7	10	0	747
	Legal	52	44	0	975
	Mental Health	20	4	0	0
	Relationship	4	5	0	836
	Other	14	57	0	766
Representations	Court Representations - number of clients	6	4	0	0
	Appeals Representation - number of clients	68	0	217	30
	Informal Repayment Plans - number of clients	6	110	0	0
	Other	0	0	0	0
Money Gained					
	Benefit take-up (projected for current period),	£82,139.00	£100,453.00	£2,322,179.00	£372,477.00
	Debt written off	£71,102.00	£512,991.00	£251,505.00	n/a
	One off payments (charities etc)	£18,622.00	£8,821.00	£0.00	£5,174.00
	Community Care Grants	£0.00	£0.00	£0.00	£0.00

APPENDIX 1

Commissioning Money Management / Advice 2011 / 2012

Grant Funding Awarded under Council Priority - Stronger & More Inclusive Communities

organisation/project	Grant Awarded (£)	Description of project	Number of members	Achievements	Other funding received for this project (£)
Oxford Credit Union	20,000	A financial co-operative run by its members providing a saving service and affordable loans	1250	Continues to work towards becoming self sustaining, website updated and more user friendly with a lot more information and the opportunity to open an account on line. They have noticed an increase in website contacts. Next year they are looking into introducing debit cards for members.	43,000

Total amount awarded 20,000

Total number of beneficiaries 1250

Total other funding 43,000

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Case Study from the Archway Foundation funded to support people suffering from loneliness

“My Dad used to beat me up and my mum too. I was bullied at school and have never really had any friends. My community nurse introduced me to Archway and it has made such a difference to me. I knew I needed to get out and meet people but I was terrified at the thought of it. Archway has helped me so much. I don’t get so depressed now I have people to talk to and I know that others care about what happens to me”. N. 46 year old man.

“I used to be very active and sociable but since my wife died and my health has deteriorated I can’t get out unless someone takes me. Archway has been a lifeline, giving me something to look forward to each week and a chance to mix with people of all ages. I’ve been told I am good at getting some of the quieter ones to join in with conversation, so it feels great to know I’m still some use after all”. P. 79 year old man.

Case Study from Donnington Doorstep Family Centre funded to support vulnerable young people.

One of the young people who regularly attend the evening drop in sessions at Donnington Doorstep is a twelve year old girl, who is kind and maintains regular, friendly interactions with both staff and other young people.

At the beginning of June she started asking staff members for help utilizing the computer for her homework. While she sometimes displayed an unknown speech impediment, staff were unaware of any potential learning (or other) difficulties. After asking for help with one particular assignment in July, it became evident to the worker that this young girl could barely read. She has clearly learned coping strategies, such as having someone read information to her from wikipedia and then copying the relevant paragraphs (though even this took her a great amount of time).

The worker asked the young girl if she received help at school for her reading, and while she sometimes had an aid, she admitted that she often copied other children’s work.

The drop in session manager followed this up with their school contact who seemed unaware of this girls low level of literacy. This young girl has completed primary school and is attending a new school this autumn, the drop in session manager is now making contact with her new school to discuss her reading difficulties and make sure the necessary support is in place when she starts but also plans to follow up by regularly reading with her.

Case Study from Restore & Elder Stubbs Festival

A pianist added an air of sophistication to the tea room with his upbeat melodies from the Jazz Age. The player was previously a member of Restores Elder Stubbs recovery group and is now a volunteer and helped to organise the festival.

“Right from the outset I found it wonderful to be here, Elder Stubbs has a very helpful, natural feel about it. It’s a model for how the rest of society could be if you want to make the world a happier place.”

“I have been playing as a jazz musician for most of my adult life. Elder Stubbs gave me the strength and inspiration to get back into playing again. I’m enjoying my work more than ever now and have found a rich new vein of creativity. Coming through a mental illness can really help to focus the mind on what really matters in life.”

Case Study from the Parasol Project who are funded to provide inclusive play & leisure activities for disabled children & young people

(The disability can be either or a combination of Physical, Behavioural or a Learning disability)

An eleven year old girl and her two sisters were referred to Parasol by Social Services for the Easter Holiday of 2011. They were referred as an ‘at risk’ family. This young girl came with a warning that she must not be left alone with male staff – for their protection. As a group they were fine but the eleven year old was very demanding.

By May 2011 they had been taken separately into care and the placement for the eleven year old was failing because she was convinced that if she managed to get herself rejected by the foster family she would be returned to her natural Mother. Sometime earlier she had been excluded from school.

Parasol worked closely with her foster carer and each holiday excepting her into the play scheme to provide respite for the family to help the placement to continue. She was always very demanding on their female staff.

By the end of August she was diagnosed with Attention Deficit Hyperactivity Disorder (ADHD). Children with this condition often cannot control their temper or behaviour. She started to receive medication for this condition and a great change was noticed in her behaviour at that time. She was calm and less demanding.

She continued to attend the play scheme and in February 2012 her foster family were applying to foster her long term and felt she had become part of the family.

She continues to attend the play scheme and it was felt that the support from Parasol helped the foster placement to succeed.

APPENDIX 2 continued:

ADVICE CENTRE CASE STUDIES

Debt is an increasing issue that people are seeking help with. There are a couple of ways the advice centres can help, first by helping them look realistically at their household budgets and how much they are spending. Liaising with their creditors and setting up informal repayment plans.

Another option is to apply for a Debt Relief Order (DRO).

Available from 2009, a DRO is a form of insolvency which is designed to help people who have relatively low debt (less than £15k), little surplus income and few valuable assets - and who have no realistic chance of paying off their debts within a reasonable time.

There are strict rules for applying and anyone with assets worth over £300 or a motor vehicle worth more than £1,000 would not be eligible to apply.

There are disadvantages to a DRO it will appear on your credit rating for 6 years, it may affect some people's ability to get credit in the future and they may not be able to open a bank account.

A DRO will last for a period of 12 months and during which time, any creditor named on the order cannot take any action to recover their money unless they have the courts permission. After which, the individual will be freed of the debts included in the order (unless their circumstances have significantly improved).

Certain debts such as student loans and fines cannot be written off.

DROs don't involve the courts, and are run by The Insolvency Service in partnership with debt advisers known as `approved intermediaries` - the people who actually help individuals apply to the Service for a DRO

Debt Case Study from Rose Hill & Donnington Advice Centre

At RH&DAC they have been working with a woman for some years who has mental health problems. She would buy things that the family did not need or could not afford. With the help from her partner she came into the centre and asked for their help because all of her creditors kept writing to her asking for money that they could not afford to pay.

The staff talked to her about managing the family budgets better and explained how a DRO worked. This had to be explained to her a couple of times due to her mental health problems. It was also emphasised that she could not keep buying things the family did not need.

A couple of days later she came back with her partner and they agreed that the best way forward was to apply for a DRO. The centre applied on her behalf for a charity grant to help pay the cost of the DRO, which is £90. Once all the necessary paperwork had been collected they started the process on line. The next day an email was received to say that her request for a DRO had been agreed. That was nearly a year ago now and she has not been back with any further debt problems.

Debt Case Study from Blackbird Leys Neighbourhood Support Service (Agnes Smith Advice Centre)

A woman came to an outreach advice appointment at the Probation Centre and asked for advice on her debts. Due to deductions from her benefit for priority debts, she was experiencing hardship.

This was a very vulnerable client who had suffered long term depression and substance abuse problems which had helped lead to her offence. She was reaching the end of a two year probation order and had been receiving psychotherapy and substance abuse counselling which had helped her to conquer her addiction and improve her mental health.

Sadly her two children has been taken into care following her offence and she only saw them at weekends, but there was a possibility that they could be returned to her once she had resolved her problems.

The client saw resolving her debt issues as part of her personal progress towards a better life, as well as a practical step towards having enough money to live on.

The advisor applied to a local charity for the fee of £90 for a DRO, the grant was awarded and the application for a DRO was agreed. After 12 months she is debt free and working with social services to get her children back.

Case Studies from Oxford Community Work Agency (includes Barton Advice Centre & Oxfordshire Welfare Rights)

A fifty five (55) year old man was referred to Oxfordshire Welfare Rights (OWR) by Oxford CAB. He had multiple health problems and his Employment & Support Allowance (ESA) had ended because under the work capability assessment (used to decide whether you are eligible for ESA) he was found not to have limited capability for work.

His appeal against this decision was heard by the First Tier Tribunal. This was unsuccessful. OWR appealed to the Upper Tribunal. The evidence OWR produced resulted in the First Tier Tribunals decision being set aside because it was found there was an error of law. The client now has another opportunity to challenge the decision.

A couple, both aged 75 were referred to OWR from Age UK Oxford. The couple were both in receipt of retirement pension and occupational pensions. Their capital was just above the housing & council tax benefit limit. The wife was in receipt of attendance allowance. OWR represented the husband in an appeal to the First Tier Tribunal for the refusal of the husbands attendance allowance claim.

The appeal was successful which meant that the pension credit could now include additional amounts and entitlement them to housing benefit and council tax benefit. This increased their annual income by £10,992.60.

Oxfordshire Welfare Rights have successfully argued in four recent cases heard by the First Tier Tribunal that the migration of incapacity benefit to employment support allowance failed to comply with regulations. This meant that their incapacity benefit was reinstated pending proper application allowing their clients to remain entitled to a higher rate of benefit for longer.

APPENDIX 2 continued

CASE STUDIES FROM OXFORDSHIRE COMMUNITY & VOLUNTARY ACTION (OCVA)

Helping a community group raise funds for kit and facilities

An ethnic minority football team made up of young men all of whom are refugees from Sudan, meet up regularly to train and play friendly matches, often playing against Sudanese teams from other parts of the country. They enjoyed their football very much but felt held back by the fact that they couldn't afford their own kit which made them feel that they weren't a proper team.

They wanted to apply for a grant to help them buy the kit, but they didn't have a constitution or a bank account. Their captain was referred to OCVA by Refugee Resource. It took a long time to work through the process of putting together a constitution but once it was agreed and signed the team could get their own bank account, which meant they were in a position to apply for funding.

OCVA helped identify several grant-making trusts which help people develop their sporting skills. With some assistance from OCVA, their team captain applied online to the 'Telegraph Sports for You Grants'. A short time later, he found out that the team had been awarded £1,000. As he emailed OCVA, 'Isn't that fantastic news?'

Asian Women's Group tackles mental health prejudice

The co-ordinator of an Asian Women's group contacted OCVA for help in applying to a special fund from Oxfordshire PCT to raise awareness around mental health issues. The application was successful and they were awarded £5,000 to tackle the stigma of mental health in Asian communities.

The project was launched with two big events. The first was in the Rose Hill area, and was attended by over 175 women.

The second event, in East Oxford, targeted mothers-in-law and older women in the Asian community as they are often the people in an extended family who make the decisions for the household. If they are unsympathetic to a daughter-in-law suffering, for example, from postnatal depression, she will not get any support. Over 70 mother-in laws attended; five very brave women who had all suffered from depression talked about their experiences.

In the Asian community, mental health can be seen as a curse, so anyone suffering from mental health problems and their families often become isolated. Not only can this make the problem worse, but it also means that families are often not aware of the help and support available from statutory voluntary services.

The project has had a big impact with far more people in the Asian community having an understanding of the issues involved. Local GPs have reported an increase in the number of Asian women consulting them about depression. It also uncovered the need for far more work to be done in this area.

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Grants 2011- 2012

Oxford City Council recognises the contribution made by community and voluntary organisations in Oxford and through the Councils community grants programme provides funding to a range of community & voluntary organisations that help the Council deliver the objectives set out in the Corporate Plan.

Last year 17 community & voluntary organisations benefited from grants totalling £68,000 through the community grants annual open bidding programme. It funded 19 community projects across the city that supported the Council in meeting objectives under the Corporate Priority of Strong, Active Communities.

This booklet provides a snapshot of those organisations funded during the financial year 2011/2012.



Below are some of the projects that have received grant funding for projects and services in 2011 – 2012.

Projects are listed alphabetically with more information on the organisations, projects and the amount they received.

The Archway Foundation

Received £5,000

Other Funding Levered in £27,691

The Archway Foundation (known as Archway) was established in Oxford in 1982 to help people affected by loneliness.

Feelings of loneliness can affect people of all ages and backgrounds and can be caused by external circumstances - lack of mobility, mental or physical ill health, bereavement, relationship break up, redundancy and retirement.

Archway helps over 400 people (of which 323 live in the city) deal with the distress caused by loneliness, through a variety of supportive activities and by recruiting an essential team of volunteers.



Barton Community Association

Received £3,750

Other Funding Levered in £2,960

Barton Community Association is based in the Neighbourhood Centre at Underhill Circus. They are a proactive group and were awarded funding for three projects last year, Barton Bash (received £450), Barton Therapy Day (received £300) and Hands on News their community newsletter (received £3,000). The Barton Bash and Therapy Day ran as a combined event last year and was attended by approximately 1,000 local people.



Blackbird Leys Community Development Initiative

Received £2,635

Other Funding Levered in £26,560

The Clockhouse Project is for people over 50 living on Blackbird Leys and Greater Leys. The funding helps subsidise weekly Tai Chi, Yoga and monthly dance sessions.

These activities promote good health and reduce isolation. Feedback from users of these activities included comments that their overall health has improved; they can move better, have improved balance and they feel less stressed. Several called the project activities a lifeline.



Blackbird Leys Credit Union

Received £5,000

Other Funding Levered in £6,044

Blackbird Leys Credit Union provides an important financial service in an area of high social deprivation where some residents face financial exclusion and could be vulnerable to loan sharks.

The Credit Union provides a savings facility, free cheque cashing, payment of benefits and low cost affordable loans for 1,480 members.



Cowley Road Works – Cowley Road Festival

Received £7,500

Other Funding Levered in £138,050

Cowley Road Festival took place in South Park on 2nd and 3rd July 2011.

The Saturday event, Fiesta in the Park attracted 2,300 people while on Sunday an estimated 20,000 people attended Carnival in the Park.

Around 688 people took part in the carnival procession and there were a total of 647 performers on stages at both the carnival (600) and fiesta (47). There were also 67 stalls (including 18 charities & 23 food stalls) plus 4 bars. It took 93 volunteers, working over 660 hours before and at the events, to make it all happen.



Cotteslowe Community Association

Received £1,500

Other Funding Levered in £5,000

Cotteslowe Community Association is based in the Cotteslowe Community Centre at Wren Road. They were awarded a grant to provide a holiday playscheme for local children aged 5-11 years old.

In August 2011, 33 children attended the playscheme that ran for 3 weeks and reached many families on benefits. Activities were fun and educational and with a high staff ratio meant very positive relationships were established between workers and the children, helping to reduce anti-social behaviour on the estate during the school summer holidays.



Cotteslowe Seniors Group

Received £450

Other Funding Levered in £0

This is a thriving, friendly and supportive club for people aged 60 or over who live in the Cotteslowe area. The group meets every fortnight on a Friday morning, alternating a social meeting (usually with a speaker) with an outing to a place of interest. It currently has around 30 members and is managed by a part-time co-ordinator and management committee.



Donnington Doorstep Family Centre

Received £10,000

Other Funding Levered in £15,423

Donnington Doorstep provides a free drop in facility for children and young people aged 8-18 years old who are at risk of social exclusion or offending. Last year a total of 218 children & young people used this facility.

168 sessions were provided throughout the year and activities focused on the following themes:-

- being healthy
- staying safe
- enjoy & achieve
- make a positive contribution



Restore - Elder Stubbs Festival

Received £1,415

Other Funding Levered in £237

Elder Stubbs Allotments is a recovery group that offers opportunities to socialise and learn new skills. Funding was awarded for the festival which promotes mental health awareness. Last year they celebrated their 20th anniversary, with over 3,000 people attending the event and many users helped out on the day.



Kids Enjoy Exercise Now (KEEN)

Received £6,000

Other Funding Levered in £8,000

KEEN is run by students from Oxford University and with other young people from the local area they provide sporting and recreational activities for children and young adults with special needs in Oxfordshire.

The project runs four weekly activities during the University term:

- AllSorts, a Saturday sports session;
- Zig-Zag, a drama and crafts workshop which is aimed at primary school aged children;
- KEEN Teens, a social club for 11 to 19 year olds; and
- GrEAT an over 18's social club

Last year 140 children & young people with special needs from Oxford participated in these activities.



Leys News

Received £5,000

Other Funding Levered in £12,700

Leys News is a free community newspaper delivered monthly to over 5,000 homes in Blackbird Leys and Greater Leys. Free training in Community Journalism is available for anyone interested in getting involved. The training covers all aspects of community journalism and newspaper production, as well as an insight into mainstream media.



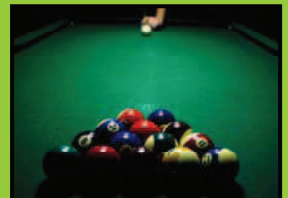
Open Door

Received £4,000

Other Funding Levered in £0

Open Door operates as a drop in service for asylum seekers and refugees, offering advice and a referral service for practical problems. They run their service from East Oxford Community Centre and are open on Thursdays from 11am to 4pm.

On average 41 people attend the drop in to have a free lunch and participate in games and leisure activities.



Oxford Friend

Received £3,000

Other Funding Levered in £3,689

Oxford Friend is a voluntary organisation that provides a free and completely confidential helpline and counselling service for lesbians, gay men, bisexuals and transgender people. Their phone line is open Tuesday, Wednesdays & Fridays between 7pm – 9pm. In 2011/12 they took 211 active calls.

In June 2006, this organisation received the Queen's Award for Voluntary Service.



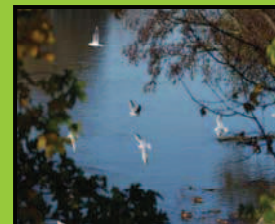
Oxford Urban Wildlife Group

Received £2,250

Other Funding Levered in £3,954

Funding was awarded to help with the maintenance of the Boundary Brook Nature Park, which was opened in 1990 by the Oxford Urban Wildlife Group. The park was developed on former allotment land in East Oxford.

They maintain and continue to develop the park. Last year 700 local people visited the park and enjoyed the wildlife park which has a rich variety of habitats including woodland, pond and marsh area, wildflower meadow, kitchen garden and a demonstration wildlife garden for the disabled.



Roots Allotment Project

Received £2,000

Other Funding Levered in £0

The Roots Allotment Project is based at Cutteslowe and works with young people who are not in education, employment or training and are finding it difficult to move on with their lives.

The produce they grow is given to Cutteslowe Community Centre for the lunches they provide for older people.



South Oxford Adventure Playground (SOAP)

Received £8,000

Other Funding Levered in £17,941

South Oxford Adventure Playground is located off Whitehouse Road and is a free supervised playground for children and young people aged 7-15 years old.

During school term time the playground is open Monday to Friday from 3.15pm to 5.30pm, whilst during school holidays they are open 10am to 5pm. Last year over 1,000 children attended during the 2011 summer holiday period.



West Oxford Community Association

Received £500

Other Funding Levered in £917

West Oxford Community Association are based in West Oxford Community Centre. They organised and ran an annual family fun day and last year this event took place on 16 July 2011. Despite the heavy rain that day 400 local people came along to the event, which featured 58 volunteers and participants and 54 performers and local artists.



“I am very proud to be the City Councillor with overall responsibility for our Community Grants Initiative. The fantastic work undertaken by Community Groups in our City makes it a richer place for all of us.

“This scheme enables this positive work and often acts as a lever for further grant aid. The wealth of fine work undertaken by committed staff and volunteers provides high quality schemes of work and I would like to take this opportunity to thank the myriad of people involved in making our City a better place to live.”

Councillor Steve Curran
Oxford City Council Executive Board Member for
Young People, Education and Community
Development

For more information on community and voluntary sector grants, please contact Communities and Neighbourhoods on 01865 252791 or at communities@oxford.gov.uk



APPENDIX 3 - RISK REGISTER

Risk Score: Impact Score: 1=insignificant; 2=minor ;3=moderate; 4=major; 5=catastrophic Probability Score: 1=Rare;2=Unlikely;3=Possible'4=Likely'5=Almost Certain

No	Risk description link to corporate obj.	Gross risk		Cause of risk	Mitigation	Net risk		Further Management of Risk Transfer/Accept/Reduce/Avoid		Monitoring Effectiveness				Control Risk	
		I	P			I	P			Q	Q	Q	Q	I	P
1	Monitoring Information not returned. (Stronger & More Inclusive Communities)	1	3	Grant funding awarded to community & voluntary organisations is not used appropriately	Mitigating Control: Monitoring Forms & visits Level of Effectiveness: Medium because information may not be returned & visits may not take place	1	2	Action: Reduce Action Owner Julia Tomkins Mitigating control Keep check list & close monitoring	Outcome Required: All monitoring forms returned & monitoring visits made. Milestone date: On going	1	2	3	4	I	P

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To: City Executive Board

Date: 12th September 2012

Report of: The Head of Business Improvement and Technology.

Title of Report: APRIL TO JUNE 2012/13 - Q1 CORPORATE PLAN PERFORMANCE REPORT

Summary and Recommendations

Purpose of report: To provide the City Executive Board with an update of the Council's progress against the nineteen Corporate Plan targets for the period April to June 2012.

Key decision? No

Executive lead member: Cllr Bob Price

Policy Framework: Corporate Plan 2012-16: Corporate Priority - An efficient and effective Council.

Recommendation(s): The City Executive Board is asked to note:

1. The progress made by the first quarter of 2012/13 against the Corporate Plan targets.

1. Introduction

- 1.1 This report sets out performance against the Council's Corporate Plan targets for 2012/13 as at the end of quarter 1.
- 1.2 The Council has nineteen Corporate Plan targets for 2012/13. Four of the 2011/12 targets have been deleted, another split into two separate targets, and two new targets have been added.
- 1.3 The targets are distributed between the five corporate priorities as set out in the table at 2.1 below.

2. Progress to date

2.1 As at the end of June 2012 the overall summary position against each of the corporate priorities is as follows:

Priority	Red	Amber	Green
A vibrant and sustainable economy	2	0	1
Meeting housing needs	0	0	4
Strong and active communities	0	2	1
Cleaner, greener Oxford	0	1	4
An efficient and effective Council	1	2	1

2.2 The table shows 11 of the 19 indicators as being on target, 3 which are off target and a further 5 which are being closely monitored. The Appendix to this report provides members with an explanation in relation to each performance target. Exception items are reported below;

2.3 The three performance targets currently red are;

- **CS 001: percentage of customers satisfied at first point of contact** – The overall satisfaction level is currently 64.7% compared to a target of 70% and is made up of three main elements; telephone (88% satisfaction), face to face (51% satisfaction) and web (44% satisfaction).

Monthly telephone satisfaction has remained fairly stable since April but face to face satisfaction has reduced by over 4 points. An action plan is in place to improve this, and includes making more trained staff available at the front desk to reduce queues, increasing the number of appointments made available each day and seeking to triage visitors as they arrive to avoid queues developing.

Monthly satisfaction with the council's website has dropped 9 points between April (46.9%) and June (37.7%) while its proportion of overall responses has risen over the same period from 24% to 32%. This has accounted for some of the decline in performance this year. The Customer First Programme will be exploring ways to address this.

- **BI 002a: number of training places and jobs created through Council investment projects and other activities** – Limited progress has been made against the target this year as delays to major projects are impacting on the number that can be created through council investment. It was originally estimated that 240 jobs would be created by the Competition Pool (40), Barton (90) and Westgate (110) projects. The target for this measure will now be re-profiled in line with the latest information on projects and the timing of the expected job creation.

- **BI 002b: Number of apprenticeships, jobs and training created through council investment** – A recruitment exercise to appoint a cohort of 10 new apprentices from within the city (4 Trades and 6 Business Admin) is at the interview stage. All new posts are due to start from September 2012 and have been made possible through additional funding agreed by members as part of the budget setting process to create opportunities for young people in Oxford.

2.5 The five performance targets currently amber are;

- **PC 018: Satisfaction with our neighbourhoods**– The latest available information for this target relates to the survey undertaken in December 2011, for which the target was narrowly missed. A new survey will be undertaken in the third quarter of 2012/13 to provide information on this year’s satisfaction levels. Until then, this target will remain as Amber.
- **NI 192: Household waste recycled and composted** – Performance is only narrowly missing its profiled target for the year to date (46.0% against a June target of 46.3%). Measures to improve recycling for residents in flats are in hand, and recycling road shows and campaigns are currently in operation across the City.
- **HC 002: The number of young people attending our Holiday Activity Programme** – The holiday activity programme is due to commence in July which will boost performance against this target.
- **FN 001: The cost per resident for delivering Council services** – The cost per resident indicator is based on the latest forecast outturn position which indicates an adverse variance of £480k against latest budget. This is explained in more depth in the Budget Monitoring report also on this agenda.
- **FN 002: The delivery of the Council’s efficiency savings** – Savings of £386k have been achieved so far in 2012/13 compared to a profiled in-year target for June of £440k. A review of the Revenues and Rents team in Customer Services has not delivered the level of savings anticipated, and so mitigating savings will need to be identified elsewhere to ensure this target is achieved by the end of the year. This is also set out in the Budget Monitoring report elsewhere on this agenda.

4. Legal Implications

4.1 There are no legal implications in this report.

Name and contact details of author:-

Name: Neil Lawrence

Job title: Performance Improvement Manager

Service Area/Department: Business Improvement and Technology

Tel: 01865 252542

Version 6

Performance Summary for Oxford

Green = target met
Amber = within tolerance
Red = outside tolerance

Strategic Performance Summary

Jun-2012

Trends compare relative performance with
Prd: previous month
Prev Year End: previous March
Year on Year: the same period from the previous year

Objective	Measure		Owner	Result 2011/12	Latest Data		Year End Target 2012/13	Trends			Comments
	Ref	Description			Target	Result		PRD	Prev Year End	Year on Year	
Vibrant and Sustainable Economy											
69 Vibrant and Sustainable Economy	BI001	BI001: The % of Council spend with local business	Jane Lubbock	42.00%	41.00%	42.00%	42.00%				
	BI002a	BI002a: The number of training places and jobs created through Council investment projects and other activities	Jane Lubbock	39 Number	50 Number	39 Number	246 Number				It is estimated that 240 jobs will be created by the Competition Pool (40), Barton (90) and Westgate (110) projects. The target for this measure needs reprofiling in line with the timing of the expected job creation.
	BI002b	BI002b: The proportion of apprenticeships created through Council investment that live in Oxford City	Jane Lubbock	Not Recorded	35%	29%	60%				A total of 4 out of 14 apprentices currently in post live in Oxford. Recruitment of 10 new apprentices (4 Trades and 6 Business Admin) is at the short listing and interview stage. All new posts are due to start from September 2012, and will be recruited from within the City boundary.
Meeting Housing Need											
Meeting Housing Need	CA001	CA001: Delivering a programme of new homes at Barton	Steve Sprason	3 Milestone	3 Milestone	3 Milestone	3 Milestone				On target . AAP EiP has taken place . Housebuilders forum set up . Survey's taking place . Potential issues with badger relocation and flood attenuation measures .
	ED001	ED001: The number of individual HMO's subject to agreed licence provisions	Ian Wright	1113 Number	1375 Number	1422 Number	2180 Number				95 new licences issued this municipal year. 1422 in total to date.

Performance Summary for Oxford

Green = target met
Amber = within tolerance
Red = outside tolerance

Strategic Performance Summary

Jun-2012

Trends compare relative performance with
Prd: previous month
Prev Year End: previous March
Year on Year: the same period from the previous year

Objective	Measure		Owner	Result 2011/12	Latest Data		Year End Target 2012/13	Trends			Comments
	Ref	Description			Target	Result		PRD	Prev Year End	Year on Year	
Meeting Housing Need											
06	HC001	HC001: The % of Council tenants satisfied with landlord services	Graham Stratford	87.00%	80.00%	87.00%	85.00%	➡	➡	➡	The surveys are carried out in April so as to reflect a full year's tenant experience. The current data reflects performance for 2011-12. The survey is annual and will next report in April 2013 to give a figure for the current financial year.
	NI156	NI 156: The number of households in Oxford in temporary accommodation	Graham Stratford	129 Number	126 Number	115 Number	120 Number	➡	➡	➡	A further fall in temporary accommodation numbers, from last month, but it remains a challenging environment in terms of high housing need & homelessness presentations (esp family exclusions). There are few available private rented properties, at suitable rent levels, for us to access. The Options team continue to focus on early homelessness prevention and to only place into TA as a last resort. Allocations have prioritised offers to households in temporary accommodation as much as possible, to compensate for less available relets or new build properties.
Strong and Active Communities											
Strong and Active Communities	HC002	HC002: The number of young people attending our Holiday Activity Programme	Richard J Adams	1377 Number	350 Number	336 Number	1200 Number	➡	➡	➡	Holiday Programme due to commence in July

Performance Summary for Oxford

Green = target met
 Amber = within tolerance
 Red = outside tolerance

Strategic Performance Summary

Jun-2012

Trends compare relative performance with
 Prd: previous month
 Prev Year End: previous March
 Year on Year: the same period from the previous year

Objective	Measure		Owner	Result 2011/12	Latest Data		Year End Target 2012/13	Trends			Comments
	Ref	Description			Target	Result		PRD	Prev Year End	Year on Year	
Strong and Active Communities											
91	NI008	NI008 The % increase in the number of adults taking part in sport as measured by Sport England's Active People Survey	Ian Brooke	25.9%	25.7%	26.4%	26.0%	↑	↑	↓	This is the interim result. The full indicator is released in December
	PC018	PC018: Satisfaction with our neighbourhoods	Hamera Plume	86.0%	88.0%	86.0%	87.0%	→	→	↓	Data for 12/13 not reported until November/December. Data shown is for 11/12
Cleaner Greener Oxford											
Cleaner Greener Oxford	DS010	DS010: Satisfaction with our street cleaning	Graham Bourton	69.00%	69.00%	69.00%	71.00%	→	→	↑	Result is based on the weighted figures from the December 2011 Talkback Survey using a combination of the results for those that selected very satisfied or fairly satisfied to the questions 'how satisfied are you with keeping residential streets clear of litter' and 'how satisfied are you with keeping the city centre clear of litter'. A more detailed analysis of the results has been undertaken as part of the service review of the streetscene area. Performance reflects the changes in working practice and dedication of the streetscene team.

Performance Summary for Oxford

Green = target met
Amber = within tolerance
Red = outside tolerance

Strategic Performance Summary

Jun-2012

Trends compare relative performance with
Prd: previous month
Prev Year End: previous March
Year on Year: the same period from the previous year

Objective	Measure		Owner	Result 2011/12	Latest Data		Year End Target 2012/13	Trends			Comments
	Ref	Description			Target	Result		PRD	Prev Year End	Year on Year	
Cleaner Greener Oxford											
92	ED002	ED002: The reduction in the city council's carbon footprint	Paul Spencer	315 Number	40 Number	91 Number	530 Number	↑	↓	↓	A head of target due to completion of a number of schemes The most recent of which is ice rink waste heat recovery project completed - est 25tCO2 saving
	ED014	ED014: Reduction in the Council's water consumption (cubic metres)	John Copley	Not Recorded	1000 Number	2316 Number	4711 Number	↑	↑	↑	Ice Waste heat recovery project completed - est 1716m3 water saving
	NI191	NI 191 The Kg of waste sent to landfill per household (YTD)	Graham Bourton	412.96 Kgs	112.50 Kgs	106.29 Kgs	450 Kgs	↓	↑	↓	35.44 for month of June
	NI192	NI192 Household waste recycled and composted (YTD)	Graham Bourton	45.0%	46.3%	46.0%	50.0%	↑	↑	↑	46.83% for June Although collected composting and recycling tonnages decreased by 44.79 and 170.78 tonnes respectively, total domestic refuse waste decreased by 218.49 tonnes. Composting Rate (YTD) 19.45 % / June 19.96%, Dry Recycling Rate (YTD) 27.52% / June 26.87% Although the indicator did not achieve target, improving flats recycling and recycling road shows and campaigns are currently in operation across the City.
An Efficient and Effective Council											

Performance Summary for Oxford

Green = target met
 Amber = within tolerance
 Red = outside tolerance

Strategic Performance Summary

Jun-2012

Trends compare relative performance with
 Prd: previous month
 Prev Year End: previous March
 Year on Year: the same period from the previous year

Objective	Measure		Owner	Result 2011/12	Latest Data		Year End Target 2012/13	Trends			Comments
	Ref	Description			Target	Result		PRD	Prev Year End	Year on Year	
An Efficient and Effective Council											
An Efficient and Effective Council	CS001	CS001: The % of customers satisfied at their first point of contact	Helen Bishop	91.00%	70.00%	64.70%	70.00%	↘	↘	↗	<p>Overall, 1228 satisfaction surveys were completed in June. The overall satisfaction rating was average. 61% (743) customers said they thought the service was good, 14% (176) felt the service was average and 25% (309) felt the service was poor.</p> <p>In the Customer Service Centre, there were 347 responses to the survey. Of these 47% (164) said they were happy with the service, 21% (73) said the service was average and 32% (110) said they felt the service was poor.</p> <p>There were a total of 486 responses to the survey on the telephones. 88% (429) said they were happy with the service, 9% (42) said the service was average and 3% (15) said the service was poor.</p> <p>On the website, 394 surveys were completed. Of these 38% (149) felt the service was good, 15% (61) felt the service was average and 47% (184) felt the service was poor.</p> <p>The year to date figure is 61% satisfaction (5749). In addition, 15% (1431) said the service was average and 24% (2268) of customers said the service they received</p>

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Performance Summary for Oxford

Green = target met
 Amber = within tolerance
 Red = outside tolerance

Strategic Performance Summary

Jun-2012

Trends compare relative performance with
 Prd: previous month
 Prev Year End: previous March
 Year on Year: the same period from the previous year

Objective	Measure		Owner	Result 2011/12	Latest Data		Year End Target 2012/13	Trends			Comments
	Ref	Description			Target	Result		PRD	Prev Year End	Year on Year	
An Efficient and Effective Council											
94	FN001	FN001: The cost per resident for delivering Council services	Nigel Kennedy	£162.13	£168.15	£172.59	£168.15		⬇️	⬇️	The year to date figure for June is slightly in excess of the profiled target
	FN002	FN002: The delivery of the Council's efficiency savings	Nigel Kennedy	£5,422,000	£5,861,250	£5,808,000	£7,182,000		⬆️	⬆️	The indicator measures cumulative savings since the start of 2010/11. The position for June 2012 reflects savings of £5,422k achieved by the end of 2011/12 plus a further £386k of savings achieved so far during 2012/13
	PE001	PE001: Achievement and retention of IIP	Simon Howick	1 Milestone	3 Milestone	3 Milestone	3 Milestone		➡️	⬆️	⬆️

To: City Executive Board

Date: 12th September 2012

Report of: Head of Finance

Title of Report: BUDGET MONITORING AS AT 30TH JUNE 2012 (QUARTER 1)

Summary and Recommendations

Purpose of report: This report sets out the forecast outturn position for the Council's Capital and Revenue budgets as at 30th June 2012 compared to the approved 2012/13 budget. In addition it provides information on key financial indicators in order to provide an assessment of the overall financial health of the organisation.

Key Decision: No

Executive lead member: Councillor Ed Turner

Policy Framework: Budget

Recommendation(s): That the City Executive Board;

1. Note the forecast outturn for the General Fund Revenue Budget – Table 1
2. Note the movement of resources from the Redundancy Cost Contingency to service budgets as per Para 31.
3. Note the HRA budget virements as detailed in Table 3.
4. CEB recommends to Council the addition to the Capital Programme of the schemes detailed in Table 5.

APPENDICES TO REPORT:

Appendix A: June 2012 monitoring – General Fund Forecast Outturn

Appendix B: June 2012 monitoring – Capital Programme Forecast Outturn

Appendix C: June 2012 monitoring – Housing Revenue Account Forecast Outturn

Appendix D: June 2012 monitoring – General Fund year to date position

EXECUTIVE SUMMARY

1. This report sets out the Council's projected outturn position as at the 30th June 2012 and highlights major variances to the approved budget. In summary
 - The General Fund Revenue account indicates an adverse variance of £399k against latest budget
 - The HRA indicates a favourable variance of £729k
 - The capital programme indicates slippage of £8.8m and an adverse variance of £1.7m
2. The Approved Budgets have been re-aligned to reflect changes to the senior management re-structure plus virement requests approved by the Head of Finance in accordance with the Council's Financial Regulations and set out in Table 1 below.
3. As part of the monitoring process Finance staff have met and had budget monitoring discussions with Cost Centre Managers and Heads of Service to verify the current budgetary position. The following forecast variances have been identified and these are commented on and explained more fully within the body of the report:
4. The main projected General Fund outturn variances to the latest budgets are shown below:
 - Chief Executive Directorate – No projected outturn variance to the latest budget is identified as at the end of June for this Directorate.
 - City Regeneration Directorate – Similarly, no projected outturn variance is currently predicted as at the end of June.
 - Community Services Directorate – So far a £ (114k) favourable projected outturn variance is shown for this Directorate relating to projections within the Direct Services area.
 - Organisational and Development Directorate – As at the end of June the Directorate are projecting a £513k adverse variance, £226k within Customer Services, £207k associated with Human Resources and Facilities and £80k linked with Law and Governance. The Directorate are working to mitigate this position.
 - The pay inflation contingency of £624k is unlikely to be required during 2012/13. However, at this stage it is assumed that if it is not required it will be transferred to an earmarked reserve for consideration as part of the annual MTFP refresh.
5. **Appendix A** provides a General Fund revenue outturn position, broken down by Directorate and Service. Table 1 below also details the GF position as at the end of June 2012.

Table 1 – General Fund Forecast Outturn as at 30th June 2012

GF Outturn Report @ Q1 30th June, 2012	Approved Budget (per Budget book)	Latest Budget	Actual YTD	% Budget Spent to 30th June,2012	Projected Outturn @ 30th June,2012	Outturn Variance to Latest Budget	Outturn Variance to Previous Month
	£000's	£000's	£000's	%	£000's	£000's	£000's
Directorates							
Policy, Culture & Communication	1,525	1,377	137	10%	1,377		
Chief Executive	1,525	1,377	137	10%	1,377		
City Development	1,039	1,039	311	30%	1,039		
Housing	7,152	3,278	624	19%	3,278		
Corporate Property	(3,733)	(3,733)	(1,943)	52%	(3,733)		
City Regeneration	4,457	583	(1,008)	(173%)	583		
Environmental Development	1,638	1,619	295	18%	1,619		
Leisure & Parks	3,357	3,357	727	22%	3,357		
Direct Services	(1,113)	(1,128)	43	(4%)	(1,242)	(114)	(114)
Community Development Team		3,873	1,055	27%	3,873		
Community Services	3,882	7,722	2,120	27%	7,608	(114)	(114)
Business Improvement & Technology	3,909	3,940	916	23%	3,940		
Customer Services	2,536	2,613	716	27%	2,839	226	226
Finance	2,209	2,209	519	23%	2,209		
Human Resources & Facilities	1,078	1,219	600	49%	1,426	207	207
Law & Governance	2,448	2,448	713	29%	2,528	80	50
Organisational Dev & Corp Services	12,180	12,428	3,464	28%	12,941	513	483
Directorate Total Excl SLA's & Capital Charges	22,044	22,111	4,714	21%	22,510	399	369
SLA's & Capital Charges	(1,274)	(1,264)	77	(6%)	(1,264)		
Corporate Accounts	1,815	1,738	(4,049)	()	1,738		
Contingencies	3,151	3,151	(30)		3,151		
Total Corporate Accounts & Contingencies	4,966	4,889	(4,079)	()	4,889		
Net Expenditure Budget	25,736	25,736	712	()	26,135	399	369
Transfer to / (from) GF working balances	(1,622)	(1,622)		0%	(1,622)		
Net Budget Requirement	24,113	24,113	712	()	24,512	399	369
Funding							
External Funding	11,719	11,719	3,176	27%	11,719		
Council tax	12,587	12,587		0%	12,587		
Less Parish Precepts	(193)	(193)	(97)	50%	(193)		
Total Funding Available	24,113	24,113	3,080	13%	24,113		
(Surplus) / Defecit for year			(2,368)	()	399	399	369

- There have been several virements approved during June as well as changes in budgets following management changes at Heads of Service level which are reflected in the above table.
- Overall the HRA outturn position indicates that the projected in-year surplus for 2012/13 will be higher than the latest budget by £ (729k) primarily caused by reduction in interest payments of £ (955k) associated with procuring the £198.5m self-financing debt.
- The Capital outturn for the year now suggests in-year spend to be approximately £7m less than the approved budget including £8.8m of slippage and £1.7m of new spend which is itemised in Table 5 that the City Executive Board will be requested to recommend to Council for inclusion in the Capital Programme.

GENERAL FUND OUTTURN

- As at the end of June the forecast outturn position is £24,512k, some £399k higher than the approved budget.

Chief Executive Directorate - The directorate's projected outturn position is £1,377k in line with the approved latest budget.

10. City Regeneration Directorate - The directorate is currently estimated to have a projected outturn position of £583k, which is in line with the approved latest budget.

11. The City Development service is projecting a £43k adverse year to date variance which includes spend associated with the West End Redevelopment and Housing Development programme that will be funded from Earmarked Reserves. The income target in relation to Planning Fees will be difficult to achieve this financial year due to delays associated with the Government's review of locally set planning fees and the Northern Gateway development that will now not occur in 2012/13. However, income associated with pre-application fees is anticipated to exceed budgetary levels and will potentially mitigate the under-recovery of general planning fees and therefore no outturn variance is forecast.

12. Corporate Property continues to project a budgeted position of a favourable £ (3,733k) position as at year end. There are several year to date adverse variances associated with professional fees expenditure linked with the Barton project, however there is an Earmarked Reserve set aside to accommodate these costs and the necessary virements will be approved by the Head of Finance in the next quarter.

13. Community Services Directorate - The directorate is currently estimated to have a projected outturn position of £7,608k, which is a favourable variance of £ (114k) against the approved budget

14. Expenditure within Environmental Services associated with HMO's/SALIX/Taxi licensing services will be accommodated by both in-year budgetary provision and designated Earmarked Reserves.

15. There is no projected year end variance identified for Leisure and Parks although several year to date budgetary pressures are nonetheless evident as at the end of June. These relate to income streams that are currently lower than budgeted, however, income levels in other areas are expected to accommodate these shortfalls. Budgetary pressures relating to fuel costs and vehicle fleet recharges will be mitigated via increased housing tree maintenance works.

Direct Services

16. The year end projection for Direct Services as at the end of June is £ (114k) favourable due to additional rechargeable works. The year to date position is currently £ (494k).

17. Engineering £ (80k) favourable.

The team is continuing to win additional works which has given rise to an additional contribution of £80k year to date.

18. Other Income and Expenditure

Non membership of the pension scheme and vacancies, have resulted in an under spend on staffing budgets as at the end of June of £ (320k). Changes in legislation around pensions are likely to increase take up of staff in the pension fund resulting in increased cost. No outturn variance is currently shown

19. Local Overheads £ (40k) favourable

The additional car parking requirement at the Horspath Road depot has been relinquished therefore there will be an ongoing saving of £ (40k).

20. **Organisational Development and Corporate Services Directorate - The directorate is currently estimated to have a projected outturn position of £12,941k, which is £513k adverse to the latest budget. The key variances are:**
21. Customer Services - projected adverse outturn position of £226k as at the end of June. This is made up from £60k in the Contact Centre for temporary staff employed between April and June 2012 to back fill training of CSO staff. All temporary staffing within the Contact Centre will stop after July mitigating any further budgetary pressures. The Revenues area is predicting a £95k adverse variance at year end due to the outcome of the Rent and Revenues review not delivering the level of savings budgeted (£114k shortfall) offset by some additional court cost income of £ (19k). Housing Benefits are predicting a £71k overspend at year-end due to additional costs (£60k) associated with a 20% higher caseload and the need to make additional use of the resilience contract in place.
22. Human Resources and Facilities are estimated to show an adverse variance at year-end of £207k. This is due to a £37k pressure on Occupational Health activities, plus, a £160k shortfall in town hall income due to the Main Hall being closed during works being carried out to the balconies, this meant the hall was unable to be booked for 2 months, together with a 6 months delay in the Café re-opening, loss of long term bookings and the general impact of the economic climate. Additionally, a £15k budgetary pressure associated with the itrent payroll contract is predicted, offset by £ (5k) of salary savings.
23. Law and Governance is projecting an £80k overspend at year-end. This is due to a pressure within the democratic services budget of £28k, plus pressure within the salaries budget of £52k in part due to maternity cover costs.
24. The service areas concerned are currently looking at mitigating actions which will reduce these pressures.

Corporate Activities

25. Whilst there are some significant in-year variances associated with the Local Cost of Benefits caused by the volatility associated with collection rate, volume of overpayments, credits recovered from previous years and rates of DHP spend, it is still too early to recommend any variance from the budgeted position.
26. Pay inflation of 2% was budgeted for in 2012/13 of around £624k but with nil pay rise, this budget will therefore not be required

ACHIEVEMENT OF SAVINGS AND EFFICIENCIES

27. The Council's budget identifies £1,761k of efficiencies and £290k of service reductions for 2012/13. As at the end of June these are all anticipated to be delivered, save for the £114k associated with the Revenues and Rents team in Customer Services. No mitigating savings have been identified to date.
28. So far service areas have achieved £447k of efficiencies and savings as at the end of June.
29. Table 2 below details the financial position relating to efficiencies and service reductions so far this financial year.

Table 2 – Savings and Efficiencies as at 30th June 2012

	Efficiencies				Service Reductions			
	Approved Savings	Projected outturn	Var	Savings made to date	Approved Savings	Projected outturn	Var	Savings made to date
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Policy, Culture & Communications	(6)	(6)						
Chief Executive	(6)	(6)						
Finance	(225)	(225)			(72)	(72)		
Business Improvement & Technology	(130)	(130)						
Law & Governance	(33)	(33)		(33)	(53)	(53)		(53)
Human Resources & Facilities	(61)	(61)		(61)				
Customer Services	(247)	(133)	114	(68)				
Organisational Development and Corporate Services	(696)	(582)	114	(162)	(125)	(125)		(53)
Direct Services	(120)	(120)		(28)				
Leisure & Parks	(310)	(310)		(197)	(35)	(35)		(8)
Environmental Development	(12)	(12)			(98)	(98)		
Community Services	(442)	(442)		(225)	(133)	(133)		(8)
City Development	(5)	(5)			(16)	(16)		
Housing and Communities	(192)	(192)			(16)	(16)		
Corporate Property	(420)	(420)						
City Regeneration	(617)	(617)			(32)	(32)		
Total	(1,761)	(1,647)	114	(386)	(290)	(290)		(61)

CONTINGENCIES, RESERVES AND BALANCES

30. As previously mentioned it is unlikely that the Employee Inflation contingency of £624k will be used in 2012/13. This will generate a saving which will offset some of the pressures identified above. In addition, within the budget is provision for contributions to the reserve for unachieved savings in the order of £900k. Should all efficiencies be achieved then this reserve will be used to fund the Partnership Payment.

31. To deliver Service restructures and efficiencies over the longer term the Council has incurred redundancy costs of approximately £168k to date which are being funded from the Council's £750k Redundancy Cost Contingency.

HRA OUTTURN

32. The summary HRA position as at 30th June 2012 is set out in Table 3 and detailed in Appendix C attached. The table below exemplifies the major movements commented on in the following paragraphs.

Table 3 – Housing Revenue Account (HRA)

HRA Outturn Report @ Q1 30th June, 2012		Approved Budget (per Budget book)	Latest Budget	YTD Net Spend	Percentage budget spent %	Projected Outturn	Outturn Variance to Latest Budget
		£'000	£'000	£'000	%	£'000	£'000
Income							
	Dwelling Rent	(36,508)	(36,508)	(9,230)	25.28	(36,508)	
	Service Charges	(956)	(956)	(242)	25.28	(956)	
	Shops/Garages/Furn/Other Rent	(2,208)	(2,208)	(739)	33.46	(2,256)	(48)
	Interest On Balances	(35)	(35)	(9)	25.00	(35)	
	Fees/Other	(721)	(721)	(140)	19.45	(621)	100
	Net Income	(40,428)	(40,428)	(10,360)	25.62	(40,376)	52
Expenditure							
	Item 8 Interest Payable	8,055	8,055		0.00	7,100	(955)
	Rent/Income Collection	361	361	46	12.72	361	
	Tower Blocks and Flats	598	598	92	15.36	599	1
	Management/Infrastructure	1,839	1,839	453	24.65	1,825	(14)
	Depreciation	8,147	8,147	2,037	25.00	8,147	
	ICT services	281	281	70	25.00	281	
	Contact Centre	786	786	196	25.00	786	
	Rent Team	499	499	117	23.44	499	
	Tenant's Participation	208	208	44	20.97	208	
	Furnished Tenancies	473	473	112	23.64	543	70
	Local Housing Management	835	835	187	22.44	835	
	Major Projects/Policy/Technical	626	626	133	21.26	626	
	Bad Debt Provision	410	410	60	14.74	410	
	Decant Costs	201	201	11	5.68	200	(1)
	<i>Sub Total Tenancy Management</i>	<i>23,319</i>	<i>23,319</i>	<i>3,559</i>	<i>15.26</i>	<i>22,421</i>	<i>(899)</i>
	Caretaking Service	941	941	235	25.00	941	
	Garden Scheme	268	268	67	25.00	268	
	Void Property officers/Garage team	248	248	62	25.00	248	
	Day to Day Responsive	4,450	4,450	1,135	25.50	4,463	13
	Planned Maintenance	4,938	4,938	1,025	20.76	4,938	
	Capital	636	636	217	34.21	740	104
	<i>Sub Total Direct Services</i>	<i>11,481</i>	<i>11,481</i>	<i>2,742</i>	<i>23.88</i>	<i>11,599</i>	<i>117</i>
	Total Expenditure	34,801	34,801	6,301	18.11	34,019	(781)
Appropriations							
	CDC, Pensions & Retirement Costs	74	74	16	21.35	74	0
	Employers Pension FRS17 Adj	37	37	9	25.00	37	0
	Revenue Contribution to Capital	383	383	96	25.00	383	0
		494	494	121	24.45	494	0
Total HRA Surplus - Deficit		(5,133)	(5,133)	(3,938)	76.70	(5,863)	(729)

33. The projected outturn for the HRA as at the end of June 2012 is a surplus of £ (5,863k), which is higher than the latest budget by £ (729k).

Income

34. Dwelling rents are slightly higher than the profiled budget mainly due to no RTB's completions being processed by the end of June, (the HRA budget assumed a total of 78 RTB's would be completed during the financial year).
35. However, 32 applications have been received which is significantly up compared to previous financial years. It is anticipated that a high proportion of these will actually complete during the second quarter. To comply with the agreement signed with the Secretary of State that RTB receipts will be recycled into affordable housing provision, any resultant receipts will therefore be earmarked for this purpose.
36. The Furnished Tenancies scheme continues to grow and consequently it is anticipated that income levels for the year will increase by £48k. This is shown by an anticipated increase in the expenditure associated with the scheme of £70k within Tenancy Management activities.
37. Fees/Other Income relates to the recharges the Major Projects Team can allocate to HRA capital schemes. This was budgeted at £721k as per previous years. However, as there are vacancies within the team that are unlikely to be filled the ability to recharge at this level is now unlikely to occur. Thus, the projected outturn suggests a reduction of £100k down to £621k.

Expenditure on Tenancy Management

38. When the HRA BP was drafted last autumn the costs of borrowing the self-financing buy out was estimated at a slightly higher margin than prevailing rates in case the money markets took an adverse turn prior to the procurement date. Fortunately the authority was able to procure at very good rates effectively saving £955k p.a. against budget.
39. Direct Services undertakes several HRA capital schemes throughout the financial year. Part of the recharged costs Direct Services have always assigned to their recharges are the Direct Services Management overheads. The outturn forecast is shown to increase by £104k due to increased charges.

CAPITAL PROGRAMME

General Fund and HRA Capital Programme

40. The budget approved for the General Fund and HRA Capital Programme for 2012/13 is shown in summary in Table 4 below. Appendix B attached shows the Capital Programme on a scheme by scheme basis.
41. As at the 30th June the Capital Programme shows a net favourable variance of £7,053k against the latest budget. This is a net position made up of £1.720m of additional spend listed in Table 5, plus (£7.5m) in project slippage associated with the new Competition Swimming Pool which is currently subject to judicial review and unlikely to proceed until later in the year and slippage on other leisure schemes totalling £300k. Plus slippage of £950k on work relating to the Tower blocks which are not now expected to commence on site until 2013/14.

Table 4 – Capital Programme as at 30th June 2012

Capital Budget and Spend as at 30th June 2012

Capital Scheme	Approved Budget 2012/13	Projected Outturn at 30th June 2012	Outturn Variance to Approved budget	Outturn Variance due to Slippage	Outrun variance due to Over/Under spend
	£	£	£	£	£
City Development	0	656,214	656,214	0	656,214
Environmental Development	800,000	800,000	0	0	0
Communities and Housing	252,302	252,302	0	0	0
Corporate Assets	5,409,565	5,259,287	(150,278)	(328,278)	178,000
Customer Services	126,958	126,958	0	0	0
City Leisure	9,682,589	2,182,589	(7,500,000)	(7,500,000)	0
Direct Services	2,564,051	2,569,051	5,000	5,000	0
ICT services	637,434	625,860	(11,574)	0	(11,574)
GF Total	19,472,898	12,472,261	(7,000,638)	(7,823,278)	822,640
Housing Revenue Account	8,395,000	8,342,500	(52,500)	(950,000)	897,500
Grand Total	27,867,898	20,814,761	(7,053,138)	(8,773,278)	1,720,140
Total General Fund Financing	19,472,898	12,472,261	(7,000,637)	(7,823,278)	822,640
Total HRA Financing	8,395,000	8,342,500	(52,500)	(950,000)	897,500
Total Financing	27,867,898	20,814,761	(7,053,137)	(8,773,278)	1,720,140

42. The following table summarises increases in the capital programme which although funded are required to be approved by Council under existing financial rules.

Table 5 – Proposed Capital Budget Adjustments

Activity	£'000
Purchase of Generators – Town Hall and St Aldates	160
City Dev – Bridge over Fiddlers Stream s106	201
Other Section 106 funded schemes	39
City Dev – West End Partnership s106	417
HRA – HCA New Build Phase 1 Bradlands	466
Other HRA related spend - net	437
	1,720

PERFORMANCE INFORMATION

43. There are a number of additional key performance indicators that need to be assessed along with the financial performance information to provide an overall financial health check position for the authority as at the end of June 2012. These additional indicators are detailed as follows:

The Level of Debtors

Table 6 – General Fund Debtors as at 30th June 2012

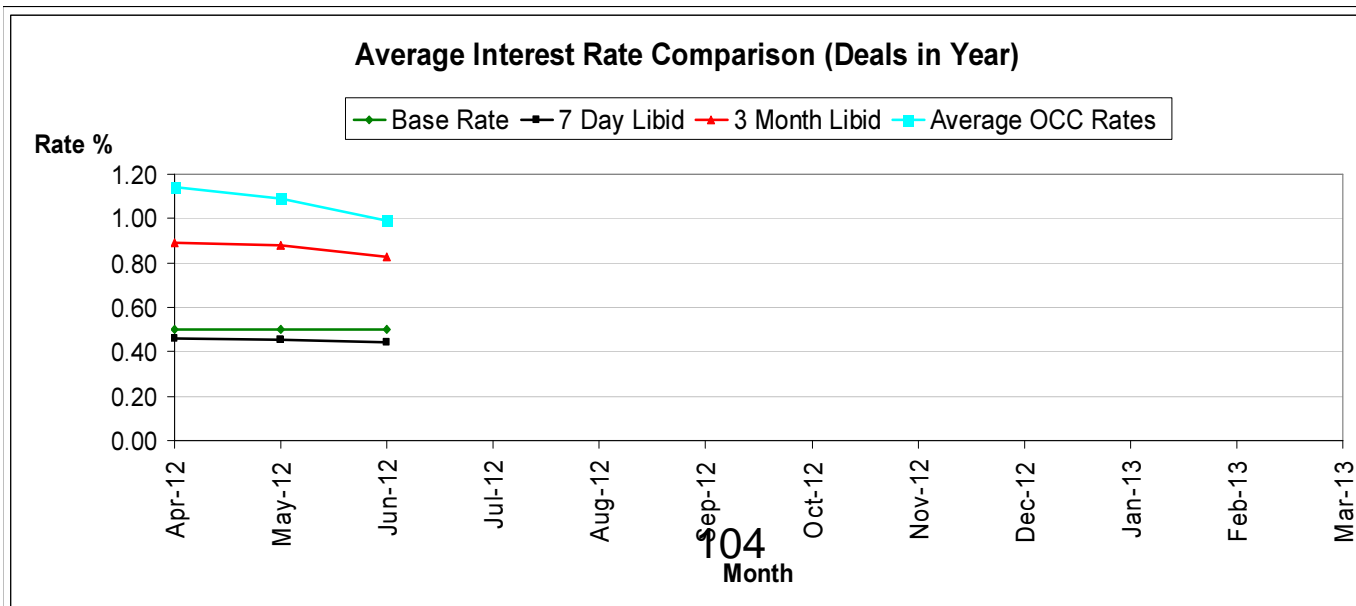
30 th June 2012	Sundry Debtors	Periodic Income & Service Charges	Housing Benefit Overpayments	City Works Parks and OCH Debtors	Grand Total
	£000's	£000's	£000's	£000's	£000's
31-90 Days	916	8	0	290	1,214
91-180 Days	39	97	0	19	155
< 1 Year	9	43	543	20	615
< 2 Years	7	49	1,370	13	1,439
< 3 Years	3	12	765	16	796
< 4 Years	2	(1)	532	10	543
< 5 Years	8	0	400	2	410
< 6 Years	5	0	243	0	248
Over 6 Years	8	3	856	16	883
Total	997	211	4,709	386	6,303

44. The Council's total General Fund debtors aged 31 days or more stands at £6.3m.

45. As at 30th June 2012 £2.9m or 46% of the debt is aged 3 years or over. Housing Benefit overpayments represent 97% of the debt aged over 3 years. The overall HB arrears increased over June from £4,494k at the start of the month to £4,552k at the end. The total of overpayments raised in the month was £320k, up on the May figure of £281k. Total overpayments recovered during the month, either by deductions/offsets of Housing Benefit or by payments received, totalled £211k.

46. The overall Housing Benefit overpayments balance outstanding at the end of June was 14.5% higher than that of 12 months earlier. This is a worrying trend and efforts will be put in place to determine the causes and reported back to Council in due course.

Investment Performance



47. The cumulative average rate of return on investments to 30th June 2012 was 1.07%. The cumulative return has decreased by approximately 4 basis points from May 2012. This is still above the treasury performance indicator target of 50 basis points above the Bank of England's Base Rate (currently 1.00%) and the Council's benchmark interest.

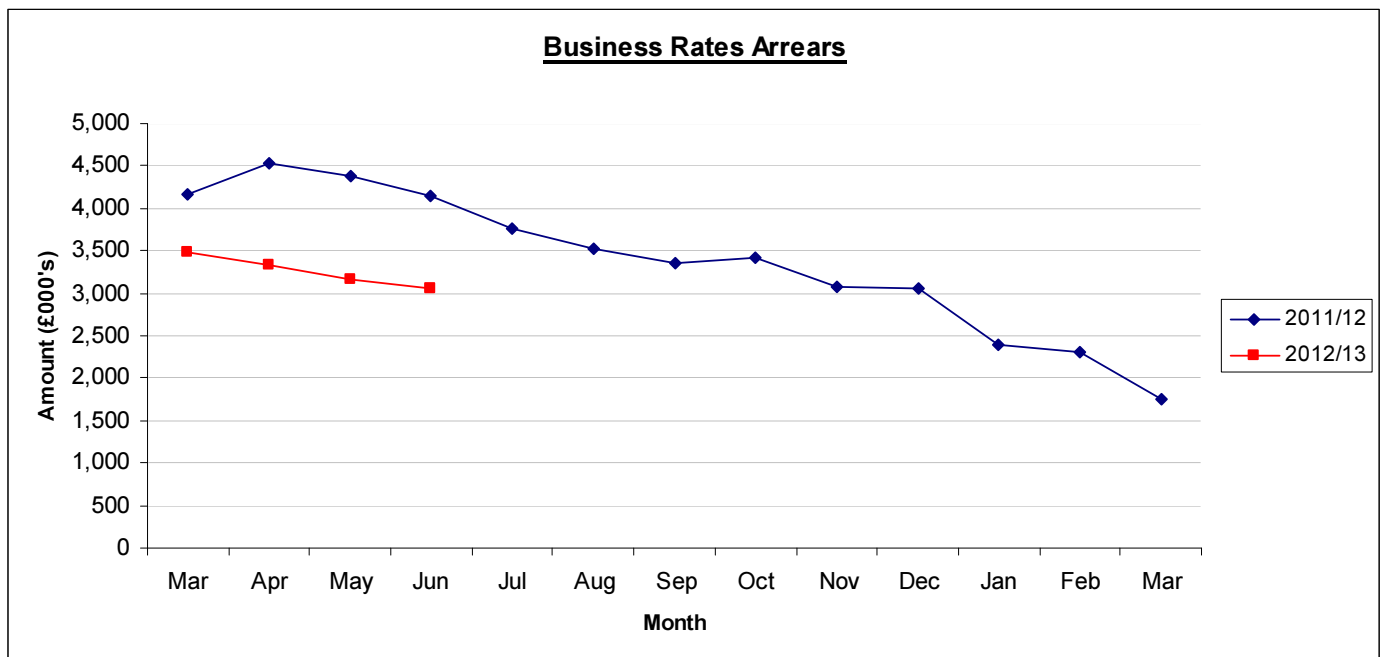
48. The reduction in monthly investment returns in recent months has been due to a downturn in external market conditions, which has led to a reduction in lending options and an increase in average investment balances. Officers are currently reviewing counterparty lists and it is anticipated that this will increased average investment returns

Business Rates

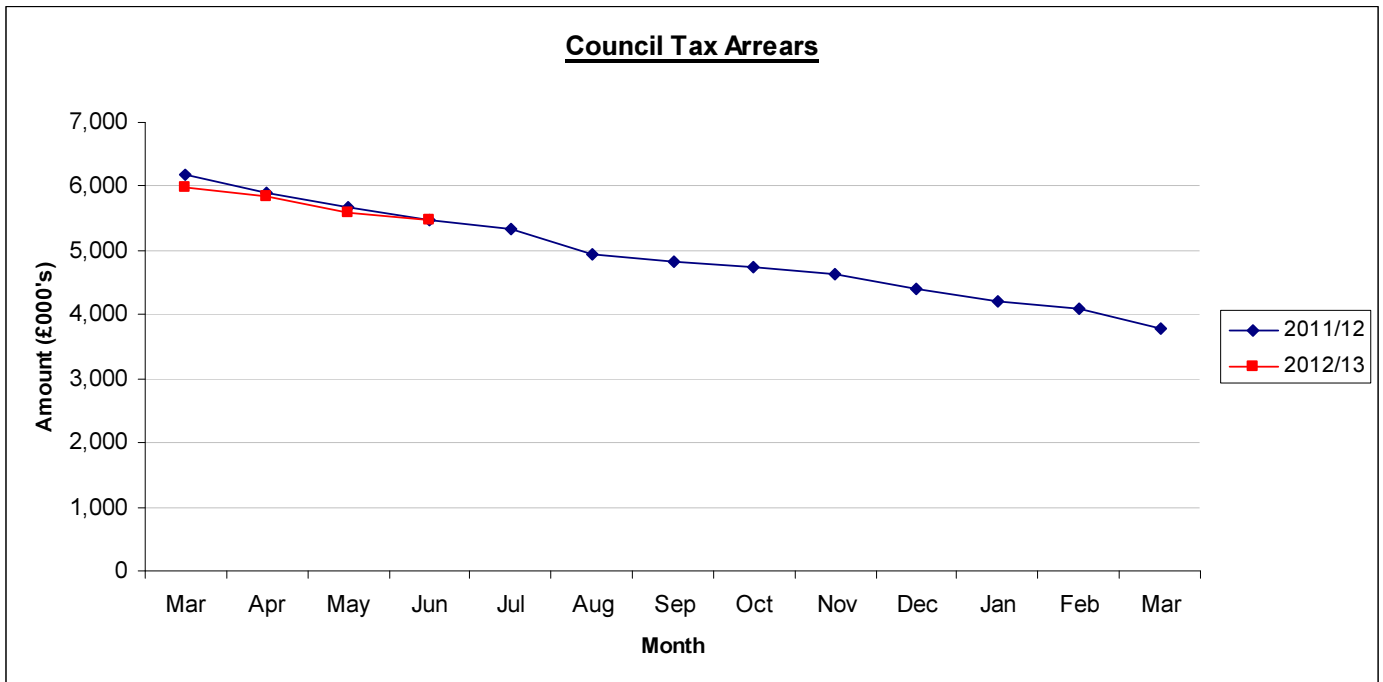
49. The arrears carried forward on April 1st 2012 of £3,490k had fallen to £3,051k as at the end of June, a reduction of 12.57%. This figure was a healthy 26.2% down on the arrears figure 12 months earlier.

50. During June payments received totalled £96k making cumulative arrears received so far during 2012/13 as £460k. Refunds relating to previous financial years totalled £5k during June whilst retrospective adjustments of £62k were made (RV reductions, backdated exemptions etc).

51. The 2011/12 collection rate of 97.75% had risen to 98.20% as at the end of June 2012. The June 2012/13 collection rate was 32.10%, slightly down on last year's equivalent of 32.26%. Collection rates as at the end of June were nonetheless £932k higher than our profiled target of 31%.



Council Tax Arrears Collection



52. The arrears carried forward on 1 April 2012 of £5,985k had dropped to £5,468k by the end of June. This represents an overall reduction in the year to date of 8.64%. The arrears figure on 30th June was 0.09%, slightly up on the equivalent figure last financial year.

53. During June the arrears fell by £132k. This was in the main due to payments being received totalling £106k. Backdated debit adjustments (granting of exemptions, discounts etc relating to previous periods) totalled £46k, whilst refunds made on previous periods totalled £10k.

54. Over 2012/13 we have received arrears cash to date of £549k. Last year's collection rate had moved on from 96.80% to 97.16%.

55. The current year's collection rate is 30.36% as at the end of June which is marginally down on last year's equivalent of 30.82%. It was however £239k up on the profiled collection target for June which was set at 30%.

Creditor Payment Times

56. During June 2012 the percentage of creditor invoices paid on time was 93.06%. and the years to date figure now showing 93.48%.

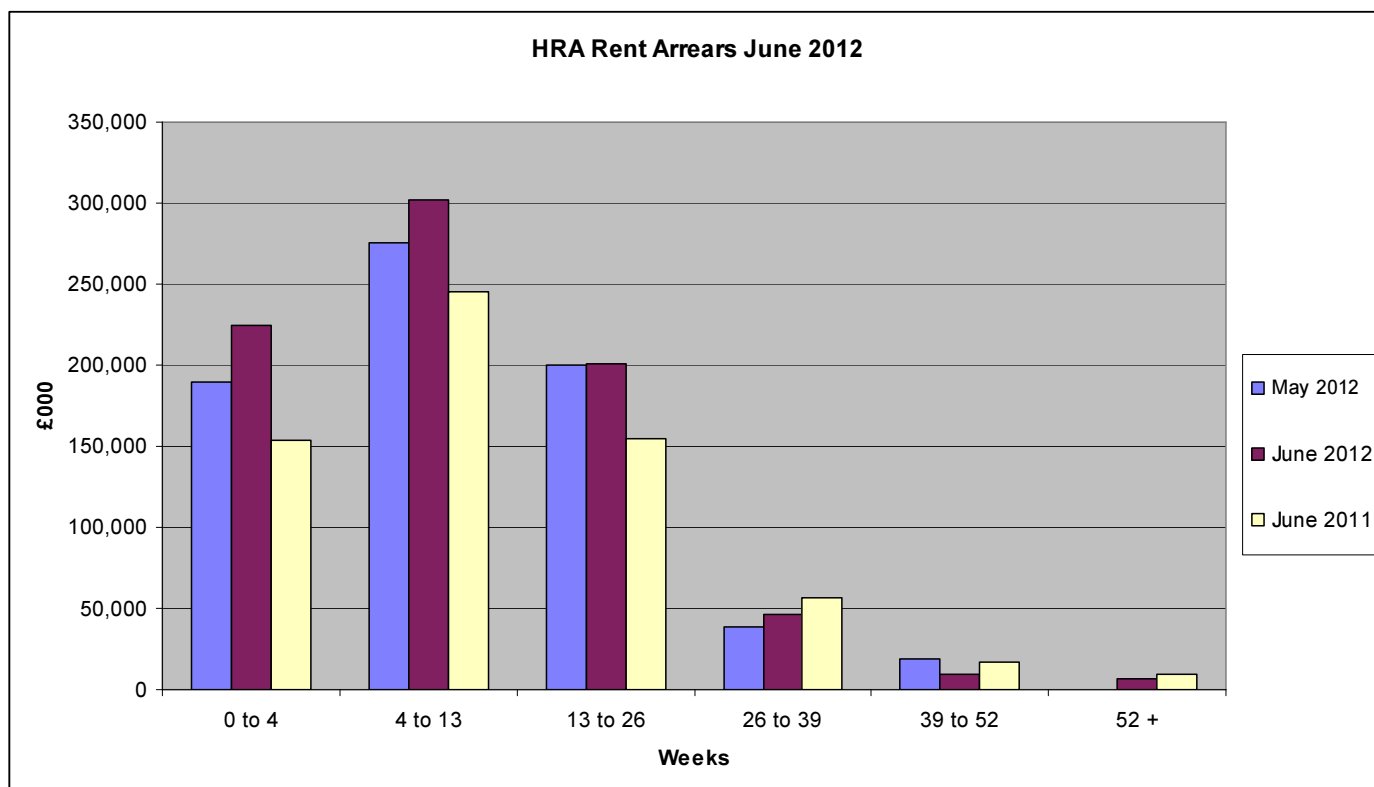
57. The table below sets out the June 2012 and year to date results by service area.

Table 7 – Creditor Payment Times as at 30th June 2012

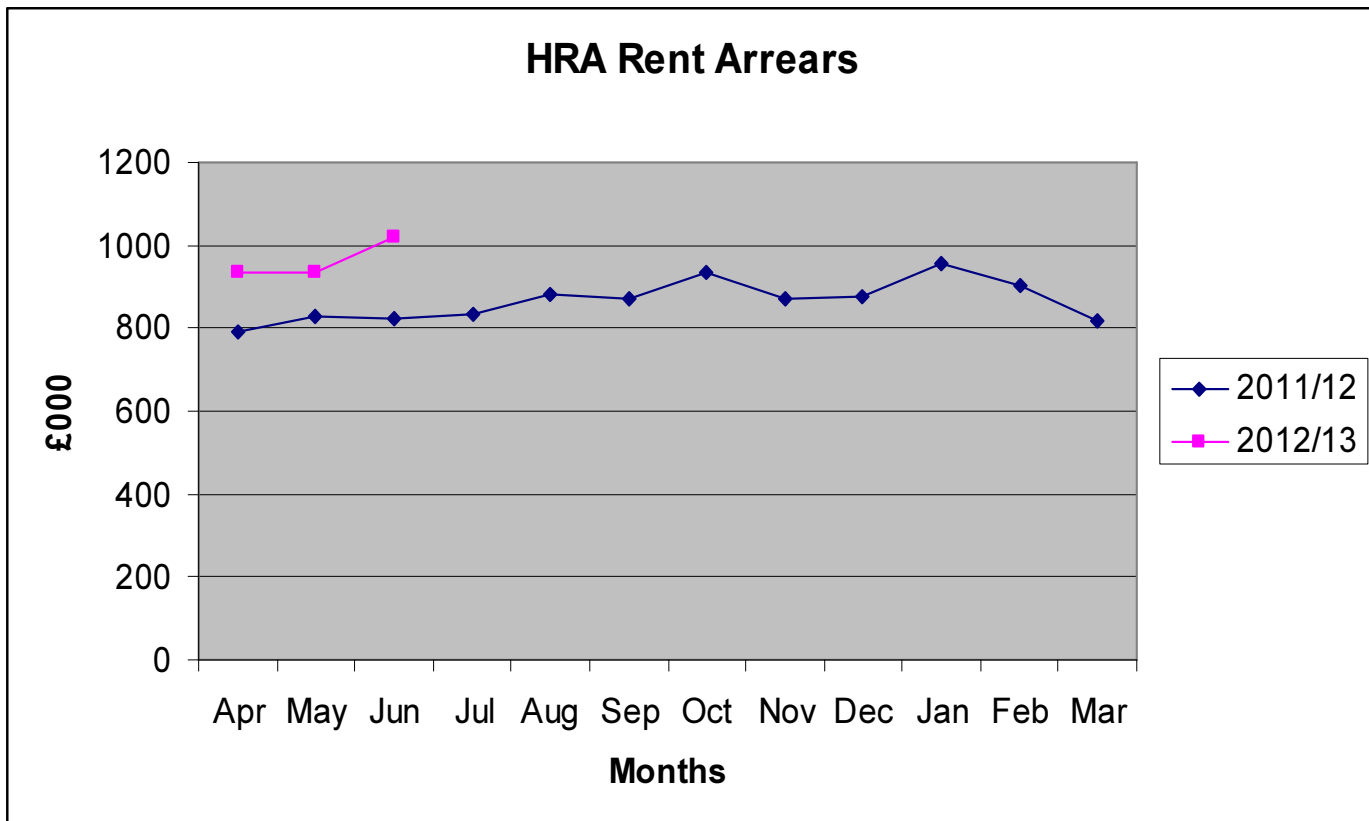
Service Area	June Total Invoices	Over 30 Days	June %Over	June On time	YTD Total Invoices	YTD Over 30 Days	YTD % Over	YTD % On time
S01 Policy, Culture & Communications	73	13	17.81%	82.19%	257	41	16.08%	83.92%
S02 Executive Support	7	4	57.14%	42.86%	25	6	24.00%	76.00%
S03 Business Development	10	1	10.00%	90.00%	58	5	8.77%	91.23%
S11 City Development	29	3	10.34%	89.66%	91	12	13.79%	86.21%
S12 Environmental Development	48	0	0.00%	100.00%	180	16	9.20%	90.80%
S13 Community Housing	160	12	7.50%	92.50%	566	48	8.63%	91.37%
S14 Corporate Assets	81	6	7.41%	92.59%	379	21	5.82%	94.18%
S21 Customer Services	11	4	36.36%	63.64%	54	14	26.42%	73.58%
S22 City Leisure	133	6	4.51%	95.49%	472	42	9.15%	90.85%
S23 Direct Services	1,284	50	3.89%	96.11%	4,241	164	3.90%	96.10%
S24 Housing Revenues Account	177	29	16.38%	83.62%	595	73	12.67%	87.33%
S31 City ICT	14	3	21.43%	78.57%	81	22	29.33%	70.67%
S32 Finance	7	0	0.00%	100.00%	46	2	4.65%	95.35%
S33 People & Equalities	30	13	43.33%	56.67%	101	22	22.45%	77.55%
S34 Law & Governance	37	2	5.41%	94.59%	548	14	2.56%	97.44%
Totals	2,101	146	6.94%	93.06%	7,694	502	6.52%	93.48%

HRA Rent Arrears (Current Tenants)

Aged Debt Analysis



Arrears Analysis 2012/13 compared to 2011-12



58. Overall arrears stand at £1.017k; this is £82k higher than that reported last June. It is fair to say that arrears performance has worsened due to much of the attention of the rent recovery team's time and efforts being concentrated on the Direct Payments pilot scheme. This required a selection process of our eligible tenants and a resource intensive communication exercise to ensure those selected tenants had bank accounts, direct debit mandates and other payment mechanisms in place when the scheme embarks in July. Furthermore, training and liaison with both DWP and other affordable housing providers in the City was also required to ensure a consistent and uniform service was made available to all affordable housing tenants in the City. The consequence of this exercise over recent months has been that collection of rents has suffered. Resources and attention will now be focused on collection of rents as normal from now on as the initial demands of the Direct Payments exercise have diminished.

59. Of the aged debt, £726k (92.12%) is less than 6 months old.

60. Former tenant arrears stood at £132k as at the end of June 2012, which is just over £20.6k more than that reported for June 2011 (this data is not aged and has not been included above).

61. The Council has estimated a bad debt provision of up to £410k against HRA dwelling debt.

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APPENDIX A

GF Outturn Report @ Q1 30th June, 2012	Approved Budget (per Budget book)	Latest Budget	Actual YTD	% Budget Spent to 30th June,2012	Projected Outturn @ 30th June,2012	Outturn Variance to Latest Budget	Outturn Variance to Previous Month
	£000's	£000's	£000's	%	£000's	£000's	£000's
Directorates							
Policy, Culture & Communication	1,525	1,377	137	10%	1,377		
Chief Executive	1,525	1,377	137	10%	1,377		
City Development	1,039	1,039	311	30%	1,039		
Housing	7,152	3,278	624	19%	3,278		
Corporate Property	(3,733)	(3,733)	(1,943)	52%	(3,733)		
City Regeneration	4,457	583	(1,008)	(173%)	583		
Environmental Development	1,638	1,619	295	18%	1,619		
Leisure & Parks	3,357	3,357	727	22%	3,357		
Direct Services	(1,113)	(1,128)	43	(4%)	(1,242)	(114)	(114)
Community Development Team		3,873	1,055	27%	3,873		
Community Services	3,882	7,722	2,120	27%	7,608	(114)	(114)
Business Improvement & Technology	3,909	3,940	916	23%	3,940		
Customer Services	2,536	2,613	716	27%	2,839	226	226
Finance	2,209	2,209	519	23%	2,209		
Human Resources & Facilities	1,078	1,219	600	49%	1,426	207	207
Law & Governance	2,448	2,448	713	29%	2,528	80	50
Organisational Dev & Corp Services	12,180	12,428	3,464	28%	12,941	513	483
Directorate Total Excl SLA's & Capital Charges	22,044	22,111	4,714	21%	22,510	399	369
SLA's & Capital Charges	(1,274)	(1,264)	77	(6%)	(1,264)		
Corporate Accounts	1,815	1,738	(4,049)	()	1,738		
Contingencies	3,151	3,151	(30)		3,151		
Total Corporate Accounts & Contingencies	4,966	4,889	(4,079)	()	4,889		
Net Expenditure Budget	25,736	25,736	712	()	26,135	399	369
Transfer to / (from) GF working balances	(1,622)	(1,622)		0%	(1,622)		
Net Budget Requirement	24,113	24,113	712	()	24,512	399	369
Funding							
External Funding	11,719	11,719	3,176	27%	11,719		
Council tax	12,587	12,587		0%	12,587		
Less Parish Precepts	(193)	(193)	(97)	50%	(193)		
Total Funding Available	24,113	24,113	3,080	13%	24,113		
(Surplus) / Deficit for year			(2,368)	()	399	399	369

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Capital Budget and Spend as at 30th June 2012

APPENDIX B

Capital Scheme	Approved Budget 2012/13	Projected Outturn at 30th June 2012	Outturn Variance to Approved budget	Outturn Variance due to Slippage	Outturn variance due to Over/Under spend
	£	£	£	£	£
F1323 Bridge Over Fiddlers Stream	0	200,000	200,000		200,000
F6013 Bullingdon Community Centre -Enhancement of Community Facilities	0	4,807	4,807		4,807
F6015 Slade Area Public Work of Art	0	3,379	3,379		3,379
F7008 Landscaping Work at Lamarsh Road	0	13,441	13,441		13,441
F7019 Work of Art at Rose Hill	0	1,000	1,000		1,000
Z3710 St Lukes Church Community Facilities	0	16,362	16,362		16,362
M5014 West End Partnership	0	417,225	417,225		417,225
City Development	0	656,214	656,214	0	656,214
E3511 Renovation Grants	50,000	50,000	0	0	0
E3521 Disabled Facilities Grants	750,000	750,000	0	0	0
Environmental Development	800,000	800,000	0	0	0
G1013 Dawson Street Gardens	19,000	19,000	0	0	0
G3013 Diamond Place car park footpath extension	6,324	6,324	0	0	0
G3014 East Oxford Community Association Improvements	2,550	2,550	0	0	0
G4006 Florence Park CC Kitchen	1,411	1,411	0	0	0
G6010 Mount Place Square Refurbishment	383	383	0	0	0
G6011 St Lukes Church Hall Extension	10,000	10,000	0	0	0
G6012 South Oxford Community Centre Main Hall Replacement	9,238	9,238	0	0	0
G3015 NE Marston Croft Road Recreation Ground	25,000	25,000	0	0	0
G3016 Peat Moors all weather pitch	17,000	17,000	0	0	0
G3017 CCTV Replacement Programme	84,271	84,271	0	0	0
M5015 Old Fire Station	77,125	77,125	0	0	0
Communities and Housing	252,302	252,302	0	0	0
A4808 Blackbird Leys LC Improvements	128,278	0	(128,278)	(128,278)	0
A4812 Building Improvements (GF Leisure)	22,684	0	(22,684)	0	(22,684)
A4813 Hinksey Pools main pool liner	110,000	110,000	0	0	0
A4814 Leisure Centre substantive repairs	419,641	242,325	(177,316)	(200,000)	22,684
Offices for the Future					0
Q2000 Offices for the Future	383,347	543,347	160,000	0	160,000
Community Centres					
B0022 DDA East Oxford Community Centre Lift	109,083	109,083	0	0	0
B0033 Community Centres	315,765	315,765	0	0	0
B0034 Rose Hill Community Centre	148,000	148,000	0	0	0
Covered Market					
B0010 Covered Market signage improvements	42,941	42,941	0	0	0
B0027 Covered Market - Improvements & Upgrade to Roof	76,061	76,061	0	0	0
B0028 Covered Market - New Roof Structures to High St Entrances	115,000	115,000	0	0	0
B0036 Investment ~ Covered Market	232,251	232,251	0	0	0
B0063 Covered Market Replacement Sprinkler System	150,000	150,000	0	0	0
B0064 Covered Market - Improvements to Emergency Lighting	50,000	50,000	0	0	0
Investment Properties					
B0003 Roof Repairs & Ext Refurbishment 44-46 George St	30,000	30,000	0	0	0
B0040 Investment ~ Broad Street	167,500	167,500	0	0	0
B0041 Investment - Misc City Centre Properties	7,000	7,000	0	0	0
B0042 Investment - Gloucester Green	5,500	5,500	0	0	0
B0044 Investment - Outer City	15,000	15,000	0	0	0
B0045 Investment ~ St. Michael's Street	43,000	43,000	0	0	0
B0046 Investment - Ship Street	20,000	20,000	0	0	0
B0070 Ramsay House Replacement Comfort Cooling System	300,000	300,000	0	0	0
Miscellaneous Council Properties					
B0031 Miscellaneous Admin Buildings	25,000	25,000	0	0	0

B0035 Miscellaneous Civic Properties	52,218	52,218	0	0	0
B0037 Car Parks	135,380	135,380	0	0	0
B0039 Houses and Lodges	16,423	16,423	0	0	0
B0052 Miscellaneous Properties	75,000	75,000	0	0	0
B0053 Public Toilets	489	489	0	0	0
B0055 Property Surveys	57,600	57,600	0	0	0
B0059 FIT Panels on Leisure Buildings	0	0	0	0	0
B0060 Feasibility Studies Depot Relocation	250,000	250,000	0	0	0
Parks & Cemeteries					
B0048 Leisure - Cemeteries	13,500	13,500	0	0	0
B0050 Leisure ~ Depots	74,000	74,000	0	0	0
B0051 Leisure - Pavilions	110,500	110,500	0	0	0
B0065 Parks & Cemetery - Masonry Walls & Path Improvements	40,000	40,000	0	0	0
B0067 Fencing Repairs across the City	150,000	150,000	0	0	0
B0071 Parks properties (H&S works)	36,648	54,648	18,000	0	18,000
A4823 Cemetery Development	15,000	15,000	0	0	0
Town Hall					
B0054 Town Hall	795,852	754,583	(41,269)	0	(41,269)
B0056 City Centre Office Security	75,904	75,904	0	0	0
B0057- Town Hall Fire Alarm	195,000	236,269	41,269	0	41,269
B0068 Town Hall - Conference System Refurbishment	400,000	400,000	0	0	0
Budget Approved for Future Years - To be allocated					
Refurbishment of Council Buildings	0	0	0	0	0
Corporate Assets	5,409,565	5,259,287	(150,278)	(328,278)	178,000
C3041 New server for telephone system	11,288	11,288	0	0	0
C3042 Customer First Programme	115,670	115,670	0	0	0
Customer Services	126,958	126,958	0	0	0
A1300 Playground Refurbishment	414,797	414,797	0	0	0
A1301 Play Barton	113,538	113,538	0	0	0
A4810 New Build Completion Pool	7,582,254	82,254	(7,500,000)	(7,500,000)	0
Z3008 Contribution to Skate Park	50,000	50,000	0	0	0
Z3010 Rosehill/Iffley Play Sites	38,000	38,000	0	0	0
A4815 Leisure Centre Improvement Work	700,000	700,000	0	0	0
A4817 Develop new burial space	0	0	0	0	0
A4818 Lye Valley & Chiswell Valley Walkways	62,000	62,000	0	0	0
A4816 Sports Pavilions	450,000	450,000	0	0	0
A4819 Rose Hill Cemetery Water Leak	8,000	8,000	0	0	0
A4820 Upgrade Existing Tennis Courts	50,000	50,000	0	0	0
A4821 Upgrade Existing Multi-Use Games Area	76,000	76,000	0	0	0
A4822 Recycling & Bin Improvement (City Parks)	38,000	38,000	0	0	0
G6013 Cycle Oxford	100,000	100,000	0	0	0
City Leisure	9,682,589	2,182,589	(7,500,000)	(7,500,000)	0
F0011 Pay & Display Parking in the Car Parks	84,000	84,000	0	0	0
F0012 P & R Purchase of Capital Items - Peartree, Redbridge	191,644	191,644	0	0	0
F0014 Purchase of ANPR for use in car park enforcement	50,000	50,000	0	0	0
R0005 MT Vehicles/Plant Replacement Programme.	1,500,500	1,500,500	0	0	0
T2266 Purchase of Brown Bins Waste Recycling	7,907	7,907	0	0	0
T2267 Purchase of two hand operated street sweepers	30,000	30,000	0	0	0
T2268 Purchase of two vehicles for garden waste collection	155,000	155,000	0	0	0
T2269 Toilet improvements	185,000	190,000	5,000	5,000	0
T2270 Bin stores for council flats to assist recycling	325,000	325,000	0	0	0
T2271 Low emission vehicle for litter bin collection	20,000	20,000	0	0	0
T2272 Wyatt Road Resurfacing Works	15,000	15,000	0	0	0
Direct Services	2,564,051	2,569,051	5,000	5,000	0
C3039 ICT Infrastructure	260,434	260,434	0	0	0
C3043 ICT Development	200,000	200,000	0	0	0
C3044 Software Licences	177,000	165,426	(11,574)	0	(11,574)
ICT services	637,434	625,860	(11,574)	0	(11,574)
GF Total	19,472,898	12,472,261	(7,000,638)	(7,823,278)	822,640
External Contracts					
N6384 Foresters Towers	1,000,000	50,000	(950,000)	(950,000)	0
N6387 Controlled Entry	0	210,000	210,000	0	210,000
N6393 External Doors	200,000	200,000	0	0	0

N7020 External Adaptations	0	250,000	250,000		250,000
N7021 Extensions	0	0	0		0
N7018 Minox	0	19,500	19,500		19,500
N6394 Windows	300,000	250,000	(50,000)		(50,000)
N6389 Damp-proof works (K&B)	0	90,000	90,000		90,000
N6392 Roofing	250,000	150,000	(100,000)		(100,000)
N6386 Structural	0	125,000	125,000		125,000
N7010 Headley House - Refurbishment	0	0	0		0
N6427 Shops	0	69,000	69,000		69,000
N6396 Sheltered Blocks	0	0	0		0
N7028 Non Dwelling HRA Assets	117,000	48,000	(69,000)		(69,000)
N7026 Communal Areas	150,000	150,000	0		0
N7027 Environmental Improvements	100,000	100,000	0		0
New Contingency	19,000	0	(19,000)		(19,000)
New Fees	94,000	0	(94,000)		(94,000)
New Build					
N7011 Cardinal House - Refurbishment	0	0	0	0	0
N7019 Lambourn Road	0	0	0	0	0
HCA New Build	0	466,000	466,000	0	466,000
Internal Contracts	0	0	0	0	0
N6385 Adaptations for disabled	900,000	900,000	0	0	0
N6390 Kitchens & Bathrooms	2,850,000	2,850,000	0	0	0
N6391 Heating	1,256,000	1,256,000	0	0	0
N6388 Major Voids	850,000	850,000	0	0	0
N6395 Electrics	309,000	309,000	0	0	0
Housing Revenue Account	8,395,000	8,342,500	(52,500)	(950,000)	897,500
Grand Total	27,867,898	20,814,761	(7,053,138)	(8,773,278)	1,720,140
Financing - General Fund					
Developer contributions	0	656,215	656,215		656,214
Government Funding	590,000	590,000	0		
Capital Receipts	7,079,787	5,586,556	(1,493,231)	(1,559,157)	6,426
Direct Revenue Funding	3,600,000	3,600,000	0		
Revenue Reserves	457,505	617,505	160,000		160,000
DRF For Vehicles	1,481,485	1,421,985	(59,500)		
Prudential Borrowing	6,264,121	0	(6,264,121)	(6,264,121)	
Total General Fund Financing	19,472,898	12,472,261	(7,000,637)	(7,823,278)	822,640
Financing - HRA					
MRR	8,395,000	8,342,500	(52,500)	(950,000)	897,500
Capital receipts	0	0	0		
Decent Homes Reserve	0	0	0		
Prudential Borrowing	0	0	0		
External Contributions					
Total HRA Financing	8,395,000	8,342,500	(52,500)	(950,000)	897,500
Total Financing	27,867,898	20,814,761	(7,053,137)	(8,773,278)	1,720,140

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HRA Outturn Report @ Q1 30th June, 2012		Approved Budget (per Budget book)	Latest Budget	YTD Net Spend	Percentage budget spent %	Projected Outturn	Outturn Variance to Latest Budget
		£'000	£'000	£'000	%	£'000	£'000
Income	Dwelling Rent	(36,508)	(36,508)	(9,230)	25.28	(36,508)	
	Service Charges	(956)	(956)	(242)	25.28	(956)	
	Shops/Garages/Furn/Other Rent	(2,208)	(2,208)	(739)	33.46	(2,256)	(48)
	Interest On Balances	(35)	(35)	(9)	25.00	(35)	
	Fees/Other	(721)	(721)	(140)	19.45	(621)	100
	Net Income	(40,428)	(40,428)	(10,360)	25.62	(40,376)	52
Expenditure	Item 8 Interest Payable	8,055	8,055		0.00	7,100	(955)
	Rent/Income Collection	361	361	46	12.72	361	
	Tower Blocks and Flats	598	598	92	15.36	599	1
	Management/Infrastructure	1,839	1,839	453	24.65	1,825	(14)
	Depreciation	8,147	8,147	2,037	25.00	8,147	
	ICT services	281	281	70	25.00	281	
	Contact Centre	786	786	196	25.00	786	
	Rent Team	499	499	117	23.44	499	
	Tenant's Participation	208	208	44	20.97	208	
	Furnished Tenancies	473	473	112	23.64	543	70
	Local Housing Management	835	835	187	22.44	835	
	Major Projects/Policy/Technical	626	626	133	21.26	626	
	Bad Debt Provision	410	410	60	14.74	410	
	Decant Costs	201	201	11	5.68	200	(1)
	<i>Sub Total Tenancy Management</i>	23,319	23,319	3,559	15.26	22,421	(899)
	Caretaking Service	941	941	235	25.00	941	
	Garden Scheme	268	268	67	25.00	268	
	Void Property officers/Garage team	248	248	62	25.00	248	
	Day to Day Responsive	4,450	4,450	1,135	25.50	4,463	13
	Planned Maintenance	4,938	4,938	1,025	20.76	4,938	
Capital	636	636	217	34.21	740	104	
<i>Sub Total Direct Services</i>	11,481	11,481	2,742	23.88	11,599	117	
	Total Expenditure	34,801	34,801	6,301	18.11	34,019	(781)
Appropriations	CDC, Pensions & Retirement Costs	74	74	16	21.35	74	0
	Employers Pension FRS17 Adj	37	37	9	25.00	37	0
	Revenue Contribution to Capital	383	383	96	25.00	383	0
		494	494	121	24.45	494	0
Total HRA Surplus - Deficit	(5,133)	(5,133)	(3,938)	76.70	(5,863)	(729)	

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Subjective Analysis of YTD spend as at 30th June, 2012 Q1 12/13

	Latest Budg			Latest Budg			Latest Budg			Latest Budg			Latest Budg			Latest Budg			Latest Budg					
	Actual	Var		Actual	Var		Actual	Var		Actual	Var		Actual	Var		Actual	Var		Actual	Var				
	Employees			Premises			Transport			Supplies & Services			External Income			Internal Income			Other			Total		
Policy Culture and Comms	161	164	3	1	2	1	1	0	(1)	199	130	(69)	(18)	(159)	(141)	0	0	0	0	0	0	344	137	(207)
Chief Executive	161	164	3	1	2	1	1	0	(1)	199	130	(69)	(18)	(159)	(141)	0	0	0	0	0	0	344	137	(207)
City Development	683	662	(21)	2	0	(2)	8	3	(5)	57	98	41	(482)	(453)	29	0	0	0	0	0	0	268	310	42
Housing	562	533	(29)	39	31	(8)	7	6	(1)	1,278	416	(862)	(1,164)	(417)	747	0	0	0	75	54	(21)	797	623	(174)
Corporate Property	283	279	(4)	598	651	53	7	7	0	28	115	87	(2,977)	(3,086)	(109)	0	0	0	92	92	0	(1,969)	(1,942)	27
City Regeneration	1,528	1,474	(54)	639	682	43	22	16	(6)	1,363	629	(734)	(4,623)	(3,956)	667	0	0	0	167	146	(21)	(904)	(1,009)	(105)
Environmental Development	529	674	145	6	10	4	14	9	(5)	78	109	31	(377)	(485)	(108)	(21)	(21)	0	0	0	0	229	296	67
Leisure & Parks	614	588	(26)	149	130	(19)	121	135	14	339	263	(76)	(491)	(383)	108	(34)	(6)	28	0	0	0	698	727	29
Direct Services	4,806	4,484	(322)	2,102	2,002	(100)	1,197	1,110	(87)	1,484	1,524	40	(2,996)	(3,200)	(204)	(6,068)	(5,890)	178	13	13	0	538	43	(495)
Community Development	430	428	(2)	51	54	3	7	5	(2)	564	590	26	(38)	(23)	15	0	0	0	0	0	0	1,014	1,054	40
Community Services	6,379	6,174	(205)	2,308	2,196	(112)	1,339	1,259	(80)	2,465	2,486	21	(3,902)	(4,091)	(189)	(6,123)	(5,917)	206	13	13	0	2,479	2,120	(359)
Transformation	0	47	47	0	0	0	0	0	0	0	68	68	0	0	0	0	0	0	94	0	(94)	94	115	21
Bus Improvement & Technology	375	413	38	0	0	0	0	1	1	464	451	(13)	(60)	(56)	4	0	0	0	0	0	0	779	809	30
Customer Services	896	984	88	14	16	2	2	1	(1)	120	82	(38)	(237)	(368)	(131)	0	0	0	0	0	0	795	715	(80)
Finance	452	429	(23)	0	0	0	1	1	0	169	138	(31)	(47)	(49)	(2)	0	0	0	0	0	0	575	519	(56)
Human Resources & Facilities	417	458	41	11	38	27	(17)	0	17	57	197	140	(168)	(93)	75	0	0	0	0	0	0	300	600	300
Law and Governance	594	667	73	13	23	10	2	(1)	(3)	76	77	1	(27)	(53)	(26)	0	0	0	0	0	0	658	713	55
Org Dev & Corp Services	2,734	2,998	264	38	77	39	(12)	2	14	886	1,013	127	(539)	(619)	(80)	0	0	0	94	0	(94)	3,201	3,471	270
Grand Total	10,802	10,810	8	2,986	2,957	(29)	1,350	1,277	(73)	4,913	4,258	(655)	(9,082)	(8,825)	257	(6,123)	(5,917)	206	274	159	(115)	5,120	4,719	(401)

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To: City Executive Board
Date: 12th September 2012
Report of: Head of Finance
Title of Report: RISK MANAGEMENT QUARTERLY REPORTING:
QUARTER 1 2012/2013

Summary and Recommendations

Purpose of report: To update members on both corporate and service risks as at the end of quarter 1, 30th June 2012.

Key decision: No

Executive lead member: Councillor Ed Turner

Policy Framework: Improving value for money and service performance

Recommendation(s):

The City Executive Board are asked to note the contents of this report

Appendix A Corporate Risk Register

Appendix B Service Risk Register – Red Risks

Risk Management Strategy

- 1) The Risk Management Strategy was approved at the City Executive Board on 23rd April 2012 with the stated aims of:
 - fully embedding Risk Management into the culture, processes and procedures of the Council, so that threats and opportunities are proactively managed thereby strengthening the Council's ability to deliver its objectives and strategic priorities.
 - providing a clear and consistent approach to the management of risk across the organisation and through organisational boundaries.
- 2) A copy of the updated Strategy can be found on the intranet:
<http://occweb/intranet/riskmanagementstrategy.cfm>

Risk Identification

- 3) **Corporate Risks** – The Corporate Risk Register (CRR) is reviewed by the Corporate Management Team (CMT) on a quarterly basis, any new risks are incorporated into a revised version of the CRR. Risk owners for corporate risks are generally held at Director level.
- 4) **Service Risks** – Service area risks are reviewed periodically by Heads of Service and Service Managers. The Risk Manager will have oversight of all risks and on a quarterly basis will review service risks to determine the need for inclusion in the Corporate Risk Register.
- 5) **Project and Programme Risk** – The Council adopts the principles of Prince2 methodology for managing projects. Incorporated within this methodology is a robust process for the management of risk within a project environment. Programme/project risk registers, including risk registers for Procurement Projects, are created for each new project and are reviewed as part of the project life cycle. These are documented on the Project/Programme Risk Register (PRR).

Corporate Risk Register

- 6) A review of the Corporate Risks at the end of Quarter 1 2012/13 compared to Quarter 4, 2011/12 has shown that two Green risks have moved up to Amber, however one Red risk has reduced to Amber, this indicates an overall increase in the Council's net risk, this is shown in the table below:

Current Risk	Q1 2012	Q4 2011
Red	1	2
Amber	4	1
Green	0	2
Closed	0	0
Total risks	5	5

- 7) The current Corporate Risk Register (Appendix A) shows one red risks, this is :
 - Impact on Homelessness of changes in Housing Benefit - Changes in housing benefit and universal housing benefit increase homelessness
- 8) The red risk that has moved from Red to Amber is:
 - Health & Safety - Existence of operational risks (relating to internal as well as public concerns – property not vehicle)
- 9) Continued progress is being made on the risk that remains red in Q1, with the intention of reducing this to an amber risk.

10) The two risks moved from Green to Amber are:

- Deliver of key projects; ability to deliver cross cutting projects – People and the Council are not developed sufficiently to make risk based decisions, carry out options appraisals. Decision making can be poor. Innovation is not encouraged, low risk appetite.
- Supplier Management – Ability of the Council to manager large contracts and to obtain best value from those contracts

11) This is due to some of the mitigating actions not having been completed as anticipated, however, they are in hand and should to be completed very soon.

Quarter 1 Service Risk Register

12) A review of Service risks at the end of Quarter 1 compared to Quarter 4 has shown an overall increase in the net risk position in the service areas.

Current Risk	Q4 2011	Q1 2012
Red	6	6
Amber	32	52
Green	35	30
Total risks	73	88
Closed	26	0

13) Through the annual service planning process all risk have been reviewed. Those no longer required have been closed, those remaining have been reviewed and any new risks have been identified. This has led to an increase in the overall service risks including an increase in Red and Amber risks. A list of the current red risks are shown in Appendix B. All of these risks are being managed and mitigating actions being monitored.

Financial Implications

14) There are no financial implications directly relating to this report.

Legal Implications

15) There are no legal implications directly relevant to this report.

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List of background papers:

Version number:

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Formal Risk Summary

As at: Jun-2012

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Ref	Risk		Owner	Score			Actions		
	Title	Risk description		Gross	Current	Residual	Description	% complete	Owner
CRR-007	Health & Safety	Existence of operational risks (relating to internal as well as public concerns - property not vehicle)	David Edwards	12	12	6	Create 'one view' of all corporate assets (issues, status of building, budget, work required, timescales). 'One view' being everything documented in consistent and understandable format which can be shared across organisational boundaries.	50%	Steve Sprason
							Complete annual H&S report to CEB including claims record and statement on housing landlord responsibilities	75%	Steve Sprason
							Develop a corporate approach towards health and safety	100%	Steve Sprason
							Complete H&S records on all estate management electronic records	75%	Steve Sprason
							Establish Corporate Asset Management Group to create a joined up approach towards management of Corporate Assets	50%	Steve Sprason
CRR-013	Impact on homelessness of changes in Housing Benefit	Changes in housing benefit and universal housing benefit increase homelessness	David Edwards	15	15	9	Monitoring and intervention, ensure takeup of benefits	50%	Helen Bishop
CRR-004	Delivery of key projects = ability to deliver cross cutting projects	People and the council are not developed sufficiently to make risk based decisions, carry out options appraisals. Decision making can be poor. Innovation is not encouraged, low risk appetite.	Jacqui Yates	12	9	6	CMT act as mentors within boards to encourage innovation and a culture where decisions are taken based on a robust options appraisal	65%	CMT
							Develop clear roles, responsibilities and job descriptions/expectations for managers, heads of, directors	50%	Simon Howick
							Development of a business partner model to project management using centre of knowledge within the Project Management office	100%	Jane Lubbock
							Development of corporate approach to project management via a corporate project management office.	100%	Jane Lubbock
							Development of options appraisal methodology for capital projects	100%	Steve Sprason
CRR-006	Supplier Management	Ability of the council to manage large contracts and to obtain best value from those contracts	Jacqui Yates	8	9	6	Corporate contract management framework written and will be rolled out during 2012	10%	Jane Lubbock
							Develop the procurement team as a centre of excellence for relationship management.	100%	Jane Lubbock
							Development and approval of procurement strategy. Ensure consistent approach towards supplier management across the organisation.	100%	Jane Lubbock
							Implement a mentoring/work shadowing programme where expertise can be shared with new contract managers.	70%	Jane Lubbock
							Implement standard contract documentation and approach (based on 4Ps approach to contract management)	100%	Jane Lubbock
CRR-012	Failure to achieve budget reductions over four year period	Inability to achieve savings in budget	Jacqui Yates	12	9	9	Effective budget monitoring framework in place	85%	Nigel Kennedy
							Proactive management and tracking of major forecast uncertainties	60%	Nigel Kennedy
							Robust MTF planning framework in place	100%	Nigel Kennedy

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Date Raised	Riskcode	L3desc	Riskdescription	Cause	Consequence	Gross Probability	Gross Impact	Current Probability	Current Impact	RAG	Actual	Residual Probability	Residual Impact
28/2/2011	CRR-015	Corporate Property	There are a number of large construction projects planned to be undertaken by the Council, the cost of these may rise in the current economic climate due to increased prices	Increase in prices of current contract over and above those already agreed. Collapse of major contractors already engaged	overspend due to increase prices or the need to retender for further contractors to complete the work	3	4	3	4	r	12	3	4
28/2/2011	SRR-001-HC	Housing	Increased costs of provision of temporary accommodation and rent top-up payments	Changes to Housing Benefit and Local Housing Allowance regulations, economic climate leading to more severe problems for customer base.	Additional cost, less effective homelessness prevention work, higher homelessness acceptances	4	4	4	4	r	16	4	4
28/2/2011	SRR-005-FI	Finance	Safety of investments linked to need to achieve a good return	Current economic climate and prolonged low interest rates available on the market	loss of principal investments placed	3	3	3	4	r	12	3	3
30/6/2011	SRR-009-CA	Corporate Property	Costs of development exceed budget availability either through extended brief requirements or expense of tender. Delay to project due to external influences. Lack of staff resourced to adequately manage the project	Lack of effective Project controls/Change control. Disposals risk Planning permission	Budget and time overrun. Shortfall in capital receipts. Refusal of planning permission.	4	4	3	4	r	12	3	5
28/2/2012	SRR-009-CD	City Development	Opposition especially to emerging statutory plans.	Local public, groups, organisations or political parties object to policies in emerging documents and choose to use many and all avenues to express objection, including some outside normal procedures and all drawing a lot of media attention	Delay, extra costs, reputational risk, possibly amendments to policies.	4	4	3	4	r			
6/3/2012	SRR-009-HC	Housing	Complex strategic/financial/operational project dependant upon significant reductions in cost-base for successful delivery	Combination of reform of HRA financial structure, Council aspirations for the Landlord Service and development of new social housing, higher than average repair and maintenance costs in some areas and changes to rent collection arrangements.	Failure to realise savings would lead to reduction in service levels, as debt servicing will need to take priority for first call on funds.	3	4	3	4	r			

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To: CEB

Date: 12 September 2012

Report of: Head of Housing

Title of Report: APPROVAL OF A CONSULTATION DRAFT TENANCY STRATEGY AND POLICY

Summary and Recommendations

Purpose of report: To seek approval of a draft Tenancy Strategy and Policy for consultation with partners, stakeholders, tenants and the public

Key decision? No

Executive lead member: Cllr Scott Seamans

Policy Framework: Housing Strategy

Recommendations: The City Executive Board is asked to approve the draft Tenancy Strategy for Oxford City and Tenancy Policy for Council homes for formal consultation

Appendices to report:

- A. Draft Tenancy Strategy for Consultation
- B. Initial risk register
- C. Initial EIA

1. Background

- I. Oxford City Council has a duty to adopt a Tenancy Strategy by January 2013 as the strategic housing authority for the area. Registered Providers should have regard to Oxford City Council's Tenancy Strategy when they determine their own policies within the City. The Council must also adopt a Tenancy Policy for its own housing.
- II. The final Strategy and Policy has to be published, publically available and reviewed when required. It will be open to challenge. The Tenancy Strategy should be developed in consultation with others and specifically Registered Providers.

2. Detail

- I. Social landlords such as Oxford City Council have traditionally offered Secure Tenancies – tenancies for life as long as the tenant pays the rent and meets tenancy obligations.
- II. The Localism Act allows that all social landlords will be able to offer fixed term ‘Flexible’ Tenancies if they choose to do so. The rationale is that households may need social housing at a point in time but this may change e.g. if household income rises to a point where people can acquire housing at market levels or members of the household leave home and a property becomes under-occupied. In these cases, it could be argued that a secure lifetime tenancy represents poor use of a valuable public resource which could be offered to a household in severe housing need
- III. Tenants who have Flexible Tenancies will enjoy broadly the same tenancy condition as secure tenants except for the fixed term nature of flexible tenancies
- IV. The rights of existing social tenants are protected unless they choose to move to a property let under a flexible tenancy
- V. Flexible Tenancies will normally be for a minimum of 5 years but could be 2-5 years in exceptional circumstances. There is no upper limit on the length of the tenancy
- VI. If Flexible Tenancies are used there must be clear, transparent policies and procedures for review at the end of the term including support to assist the tenant(s) secure housing
- VII. In addition, Registered Providers have been given the freedom to let property at ‘Affordable Rents’ of up to a maximum of 80% of market rents. This will apply to any new homes receiving funding from the Homes and Communities Agency Affordable Housing Programme. There is an expectation that a percentage of existing properties will be re-let at Affordable Rents as they become vacant.

3. Consulting on a draft Tenancy Strategy and Policy for Oxford

- I. The City Executive Board (CEB) are asked to approve the consultation draft Tenancy Strategy and Policy outlined at appendix A to this report.
- II. If approved, the document will then be subject to consultation with partners, stakeholders and the public, including Registered Providers, during September and October 2012. The consultation will ask specific questions of Registered Providers in relation to their own policies or proposals as well as questioning their level of support for Oxford City Council’s proposed

policy. There will also be consultation on Tenancy Policy with Council tenants through representative groups and individually. It is intended that the final Tenancy Strategy and Policy will be adopted in December 2012 following consideration of consultation responses by CEB and Council

- III. **Level of risk** - an initial risk register is appended to this report (Appendix B)
- IV. **Climate change / environmental impact** – none
- V. **Equalities impact** – an initial equality impact assessment is appended to this report (Appendix C)
- VI. **Financial implications** – none directly as a consequence of this report, save for the cost of consultation which can be contained within existing budgets
- VII. **Legal Implications.** – there is a duty on all housing authorities to adopt a Tenancy Strategy by virtue of the Localism Act 2012

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List of background papers:
Version number:

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**City Executive Board Tenancy Strategy and Policy 12 September 2012 –
Appendix A**

**Consultation Draft
Oxford City Council Tenancy Strategy and Policy Statement**

Introduction

This Statement is intended as a Consultation Draft. It sets out Oxford City Council's Tenancy Strategy as strategic housing authority in the area and should be taken into account when Registered Providers (Housing Associations) adopt or review their own policies. A statement in relation to the Tenancy Policy for Oxford City Council as a landlord (Council housing) is also included in this document.

Background

Social landlords normally provide Secure Tenancies – tenancies for life as long as the tenant pays the rent and meets tenancy obligations. Some landlords, including Oxford City Council, offer an Introductory Tenancy prior to a tenant being offered a Secure Tenancy, i.e they have to have conducted their tenancy in a satisfactory manner in the first year.

Social landlords are now able to offer Flexible (fixed term) Tenancies if they choose to do so.

The principle behind the introduction of Flexible (fixed term) Tenancies is that Secure Tenancies do not take into account a household's changing circumstances e.g. if income rises and tenants could afford housing on the open market or household composition changes.

Flexible (fixed term) Tenancies will normally be for a minimum term of 5 years (although 2 years can be offered in exceptional circumstances) and offer broadly the same tenancy conditions as those for secure tenants except for the fixed term.

The rights of existing social tenants are protected except where they choose to move to a home let under a Flexible (fixed term) Tenancy.

The Homes and Communities Agency (HCA) Affordable Homes Programme 2011-15 introduced Affordable Rents – tenancies let with rents of up to 80% of local market rents. It is a requirement that any additional homes part funded by HCA under the programme will be let at Affordable Rents and that Registered Providers may also elect to re-let a proportion of existing homes using the Affordable Rent regime when a property becomes empty.

Oxford City context

There is a shortage of affordable housing in Oxford.

House prices and private rents in Oxford are amongst the highest in the country – well above national averages. Oxford has been identified as the most unaffordable location outside some areas of London for private renting (Shelter 2011). Demand for rented accommodation is high. There are c6,000 people on the Housing Register and this is growing. Homelessness is a continuing pressure.

Oxford City Council wants to ensure social housing – existing or new – meets the needs of local people. Preventing homelessness is a high priority for the Council. Moreover, it wants to promote homes – not just housing – where people can build lives, gain access to education, training, work and secure better health and well-being. And by providing settled homes, we can also help to build successful, stable neighbourhoods and communities.

There are good reasons to seek to use social housing in the most effective way ensuring it is available to those that need it. These include:

- A severe shortage of affordable accommodation which cannot be met in the private sector as demand and rents are too high – even with availability of housing benefit
- Concern to ensure that social housing is available for those who need it.
- 6,000 households on the Housing Register, the overwhelming majority of whom may never be offered a council or housing association tenancy.
- An expectation to see social housing occupied by tenants with a need for the accommodation that they occupy.
- Need for move on accommodation for vulnerable people who are building settled lives moving from hostels or other unsuitable accommodation. Lack of move on housing can block the freeing up of much needed specialist accommodation for those that need it

However, the introduction of Flexible (fixed term) Tenancies could lead to

Impacts on households:

- A negative impact on well being including vulnerable tenants due to feelings of insecurity
- Creation of a potential poverty trap – discourage earning more or children leaving home due to tenancy loss
- Homelessness as private sector rents are high and inaccessible

Impacts on communities

- Residualisation of council housing – especially with Oxford prices. Housing only the poor and vulnerable will considerably weaken communities

- Loss of community as a consequence of the short term nature of tenancies – people are less likely to see themselves as stakeholders in community and will not invest time in improving neighbourhoods

Landlord and management issues

- Considerable cost of tenancy reviews, potential appeals, advice to those losing tenancies and other administration costs
- Disincentive to improving homes
- Perverse incentive to Right To Buy which may not be sustainable in long term
- Complicating the housing offer and opening doors to concessions

Oxford City Council has considered all the above and the opportunity of re-allocating much needed homes if they were to be freed up a consequence of fixed term tenancies in bringing forward it's Tenancy Strategy and Policy

Oxford City Council – Tenancy Strategy

Oxford City Council's preferred social housing tenancy is a Secure Tenancy or tenancy for life. It considers that all social housing tenants should be offered Secure Tenancies except in limited circumstances.

The Council acknowledges the use of 1 year Introductory Tenancies in addition to Secure Tenancies and that some specialist supported housing may be let on different tenancy terms.

Flexible (fixed term) Tenancies are normally specifically prohibited for any homes provided via s106 agreements – including on reletting of the property – as there is a need to provide long term security of tenure.

Oxford City Council does not support Registered Providers (RP) offering new housing or converting existing tenancies (churn) to Flexible (fixed term) tenancies. It commends that Registered Providers continue to offer Secure Tenancies within Oxford City.

If a Registered Provider (RP) decides to offer Flexible Tenancies, the Council would expect clear information to be provided to tenants before the start of a tenancy (ie at bidding stage) and to adopt an agreed protocol on respective roles at the end of a fixed term. Policies should conform to the Regulator's requirements on tenancy standards and usually be for a minimum of 5 years. There should be a presumption that Flexible (fixed term) Tenancies will be renewed if the circumstances of the household are broadly similar to those when the original letting was made.

Affordable Rent:

Oxford City Council's preferred rent option is a Social Rent model.

The Council does not support Affordable Rents (up to a maximum of 80% of market rents) within the social rented sector for either new or existing housing.

This is because:

- Social housing is for people in housing need and charging higher rents will exacerbate problems with affordability and limit choice for those on lower incomes
- Affordable Rent homes will be outside the reach and unsustainable for many homeless households and those on the Housing Register, with or without Housing Benefit, due to high and escalating private rents in the City
- Affordable rents at the maximum of 80% would be above 30% of household net income and more than 50% of any Universal Benefit
- They do not offer long term security of tenure.
- Affordable rents can increase dependency on Housing Benefit and hence costs to the public purse

However, the Council acknowledges exceptional circumstances:

- Affordable Rents may be applied to new homes funded by HCA where Affordable Rent is a condition of grant. Hence not to offer properties with Affordable Rents would limit funding and new affordable homes in the area. In this case, the rent should be capped and not exceed Local Housing Allowance Rates and not normally rise above 30% of household income
- Affordable Rents could be offered in cases of additionality, for example to provide homes in addition to and not instead of secure tenancies as part of the 20% intermediate percentage contained within planning policy

Homes provided via s106 agreements and the Council's Affordable Housing Planning Policy

The Council's Affordable Housing Planning Policy has been set out in the Core Strategy adopted in March 2011 and the subject of refinement through the production of the Sites and Housing Development Plan Document which has undergone a number of detailed consultations between 2010 and 2012. The Council requires relevant new housing developments to include 50% of homes to be social affordable housing with an 80/20% split for social rented/intermediate mix

Where properties have been provided or agreed via s106 agreements, the terms of those agreements will continue to apply and will normally prohibit the use or conversion to Affordable Rents or Flexible (fixed term) Tenancies.

For new s106 agreements, the planning policy framework is governed by PPS3 definitions and Oxford City Council's Affordable Housing Planning

Policy. The latter is being reviewed to account for Affordable Rents and Flexible (fixed term) Tenancies (consultation and policy adoption in 2012).

As the strategic housing authority and a good landlord, Oxford City Council will continue to bring forward new intermediate housing options such as shared ownership and ensure these options are promoted to those on the Housing Register and secure tenants. This will enable households with financial ability to have wider choices than secure tenancies – thus making best use of social housing which is in short supply. Mobility schemes will also be made available and publicised.

Policy Statement - Homes provided by Oxford City Council

Oxford City Council provides 7,546 affordable homes in the City plus 206 outside the City. Housing Associations provide a further 5,117 homes (this includes bedspaces).

In its Landlord Role, the Council supports and will take full regard of the overarching Tenancy Strategy for Oxford.

Tenancy Policy

Oxford City Council will continue to offer Introductory and Secure Tenancies as its default tenancy type for both new build and relets

Affordable Rents

The Council will not offer tenancies on an Affordable Rent basis unless it is a condition of grant for new homes with part funding from HCA.

The rationale behind this is that failure to offer properties with Affordable Rents would limit new funding and new affordable homes in the area. In this case, the rent should be capped and not exceed Local Housing Allowance Rates and not normally rise above 30% of household income

Monitoring and review

The impact of the Tenancy Policies of Oxford City Council and partner Registered Providers will be monitored via the Oxford Register of Affordable Housing Partnership and Annual Reviews with individual Registered Providers.

More information

More information in relation to the local housing market, needs and rents can be found within the Housing Strategy 2012-15 and Housing Evidence Base which is available on the Oxford City Council website www.oxford.gov.uk.

<p>Rents Private sector rents in Oxford are considerably higher than social housing rents.</p> <p>Weekly rents in Oxford</p> <table border="1"> <thead> <tr> <th>Property type</th> <th>Average Council rent, 2012</th> <th>Average Housing Association rent, 2011</th> <th>Average private rent</th> <th>LHA rate for Oxfordshire, Mar 2012</th> </tr> </thead> <tbody> <tr> <td>Room</td> <td>N/A</td> <td>N/A</td> <td>£92.08</td> <td>£80.77</td> </tr> <tr> <td>1 bed</td> <td>£81.36</td> <td>£86.40</td> <td>£182.54</td> <td>£150.00</td> </tr> <tr> <td>2 bed</td> <td>£90.13</td> <td>£98.45</td> <td>£227.54</td> <td>£183.46</td> </tr> <tr> <td>3 bed</td> <td>£99.63</td> <td>£107.18</td> <td>£275.54</td> <td>£219.23</td> </tr> <tr> <td>4 bed</td> <td>£105.18</td> <td>£116.16</td> <td>£392.77</td> <td>£294.23</td> </tr> </tbody> </table> <p>Oxford has been identified as the most unaffordable location outside of London for private renting where median rents for two bedroom homes account for 55% of local median full-time earnings.</p> <p>The Local Housing Allowance does not cover lower quartile private rents in Oxford. The lower quartile rent for a 2-bed property is £850 per month and the LHA rate is £795.</p>					Property type	Average Council rent, 2012	Average Housing Association rent, 2011	Average private rent	LHA rate for Oxfordshire, Mar 2012	Room	N/A	N/A	£92.08	£80.77	1 bed	£81.36	£86.40	£182.54	£150.00	2 bed	£90.13	£98.45	£227.54	£183.46	3 bed	£99.63	£107.18	£275.54	£219.23	4 bed	£105.18	£116.16	£392.77	£294.23	<p>Source</p> <p>RSR returns</p> <p>Valuation Office Agency, Summary of monthly rents recorded over the 12 months to the end of December 2011</p> <p>LHA rates March 2012</p> <p>Shelter Private Rent Watch, Analysis of local rent levels and affordability, 2011</p>
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Potential questions – Tenancy Strategy and Policy

General

- Is our Strategy and Policy clear and easy to understand?
- Do you support the principle of Secure Tenancies (tenancies for life) for council or housing association tenants – Y/N/DN and reasons
- Do you think there should be exceptions where new council and housing association tenants should be offered a Flexible Fixed Term Tenancy such as for 5 years Y/N list examples
- Do you think that council (and housing association rents?) should be increased to up to 80% of private market rent for a) new homes b) existing homes

Public, tenants and homeseekers

- Do you think rent levels in social housing (council and housing associations are too high? too low? About right?
- How do you think our proposals affect you and your family eg finding a home or moving to a new one?

Additional questions for Registered Providers

- Do you support Oxford City Council's approach/policy statement that XX
- What is/will be your own policy in the City in relation to Flexible Fixed Term Tenancies and Affordable Rents? How will this have regard to Oxford City Council policy?
- What is your policy on conversions to Affordable Rent in the City? How many conversions in the City, if any, are planned over the next three years?
- Will you agree to enter into a protocol on respective roles at end of flexible tenancy to prevent homelessness?
- How would our proposals affect your tenants eg finding a home or moving to a new one?

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**Tenancy Strategy and Policy City Executive Board 12th September 2012) Appendix B
Risk Register**

No.	Risk Description Link to Corporate Obj	Gross Risk		Cause of Risk	Mitigation	Net Risk		Further Management of Risk: Transfer/Accept/Reduce/Avoid	Monitoring Effectiveness	Current Risk					
Risk Score Impact Score: 1 =Insignificant; 2 = Minor; 3 = Moderate; 4 = Major; 5 = Catastrophic Almost Certain						Probability Score: 1 = Rare; 2 = Unlikely; 3 = Possible; 4 = Likely; 5 =									
		I	P		Mitigating Control: Level of Effectiveness: (HML)	I	P	Action: Action Owner: Mitigating Control: Control Owner:	Outcome required: Milestone Date:	Q 1 ⊗ ☹ ☺	Q 2 ⊗ ☹ ☺	Q 3 ⊗ ☹ ☺	Q 4 ⊗ ☹ ☺	I	P
1.	Failure to meet statutory deadline for adoption of Strategy and Policy`	3	3	Inability to meet statutory deadline	Ensure consultation draft approved by CEB in September, consultation deadlines met and final approval by CEB and Council in December 2012	2	2	Ensure deadlines met Executive Director	Report to CEB in September Consultation Sept and October 2012 CEB/Council in December 2012						
2.	Failure to consult effectively – specifically with Registered Providers and Tenants	4	3	Lack of consultation and targeting of consultation	Establish clear consultation plan specifically targeted at Registered Providers and Council Tenants	2	2	Ensure consultation plan implemented and deadline achieved Housing Strategy and Enabling Manager	Consultation achieved by 31 October 2012						
.3.	Negative public and stakeholder understanding / perceptions of tenancy strategy objectives.	3	3	Failure to communicate objectives and impacts of Tenancy Strategy in Oxford.	Establish clear communication strategy when it is adopted.	2	3	Publicise on website, in tenant's newsletters and other publications. Direct notification to Registered Providers in the City . Housing Strategy & Enabling Manager	Publicity and communications in place by March 2013. –						

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**City Executive Board 12th September Tenancy Strategy and Policy
Appendix C**

Initial Equality Impact Assessment: Tenancy Strategy and Policy

1. Which group (s) of people has been identified as being disadvantaged by your proposals? What are the equality impacts?

As this report commends a consultation draft which proposes to continue the use of Secure Tenancies for social tenants, there are no groups who will be disadvantaged at this stage.
The use of Affordable Rent Tenancies is capped at the lower of Local Housing Allowance or 30% of average wages to avoid a negative impact on potential tenants, unless qualified by HCA grant conditions.

2. In brief, what changes are you planning to make to your current or proposed new or changed policy, strategy, procedure, project or service to minimise or eliminate the adverse equality impacts?

Please provide further details of the proposed actions, timetable for making the changes and the person(s) responsible for making the changes on the resultant action plan

The use of Flexible Tenancies for any client group is subject to consultation and consultees will be invited to comment on the equality considerations raised by the draft Tenancy Strategy

The draft Tenancy Strategy recommends that Affordable Rent will be used only where there is a contractual obligation to do so (HCA funding).

3. Please provide details of whom you will consult on the proposed changes and if you do not plan to consult, please provide the rationale behind that decision.

Please note that you are required to involve disabled people in decisions that impact on them

The Council is required to consult with Registered Providers and any other body identified by Secretary of State.
The Council will publicise the scheme and invite consultation responses from partners, stakeholders and the public including:

- Registered Providers
- Tenant Groups – Council housing
- Individual Council tenants

4. Can the adverse impacts you identified during the initial screening be justified without making any adjustments to the existing or new policy, strategy, procedure, project or service?

Please set out the basis on which you justify making no adjustments

The potential adverse impacts of Affordable Rents are mitigated by capping the rents to LHA levels or 30% of average household income – whichever is the lower.

5. You are legally required to monitor and review the proposed changes after implementation to check they work as planned and to screen for unexpected equality impacts.

Please provide details of how you will monitor/evaluate or review your proposals and when the review will take place

Monitor and review will be undertaken as part of Annual Reviews with Registered Providers including the Council as landlord. Lettings and trends will be monitored at ORAH meetings with Registered Providers

Lead officer responsible for signing off the EqIA: Sheila Farley
Role: Housing Strategy & Enabling Manager
Date: July 2012

To: City Executive Board

Date: 12th September 2012

Report of: Head of Housing

Title of Report: DRAFT HOMELESSNESS STRATEGY 2013 TO 2018

Summary and Recommendations

Purpose of report: To seek approval to consult on the draft Homelessness Strategy Consultation Document 2013-18

Key decision? No

Executive lead member: Cllr Scott Seamans

Policy Framework: Corporate Plan, Housing Strategy 2012-15,

Recommendation(s): That the draft Homelessness Strategy Consultation Document 2013 to 2018 as attached at Appendix 1 is approved for public consultation.

Appendices to report:

- 1) Draft Homelessness Strategy Consultation Document 2013 to 2018.
- 2) Risk Register
- 3) Initial Equality Impact Assessment

Background

1. Oxford City Council has a duty to carry out a review of homelessness in the area and to publish a specific Homelessness Strategy to meet needs identified including
 - Addressing the causes of homelessness
 - Introducing initiatives to prevent homelessness wherever possible
 - Securing sufficient accommodation for homeless people or those who may become homeless
 - Ensuring appropriate support to prevent repeat homelessness

The existing Homelessness Strategy comes to an end in 2013

2. Between April and July 2012 a review of data and statistics was undertaken to produce an evidence base which has informed the development of the draft Homelessness Strategy. This includes analysis of housing needs, wider causes and trends in statutory homelessness over the last 5 years.
3. A Homeless Review 2012 has also been undertaken with partners and service providers. This has included past performance, gap analysis, current and future issues and, again, has supported the development of the Homelessness Strategy. Consultation Document.
4. The document has also taken account of emerging Government guidance on homelessness and housing needs. This includes a Government consultation document issued in relation to discharge of homelessness duty in the private rented sector and suitability of accommodation on 31 May 2012. It has also taken into account guidance on allocations policies which may impact on homelessness strategy. Any policy issues arising from final guidance on discharge of duty/suitability of accommodation and the allocations review will be reported to Council at a later date.
5. This report brings forward a draft Homelessness Strategy as a Consultation Document for approval which is attached as Appendix 1. It is planned that consultation will take place in September and October 2012

The new draft Homelessness Strategy

7. Much has been achieved since the last Homelessness Strategy was produced in 2008 – particularly more work preventing homelessness and less use of temporary accommodation. However, homelessness still exists and the challenge for the future appears even greater than before due to:
 - Demand for housing outstripping supply
 - Difficulties for vulnerable people and those on low incomes/benefits in accessing suitable, affordable, available housing
 - Pressures on household incomes in the current and future economic climate – including welfare benefit reform
 - Difficulty in meeting needs of households with more complex needs
 - The need to tackle the underlying issues of those facing homelessness and the need to act early
 - Communications, knowledge and managing expectations
8. Specific challenges to Oxford City Council in developing the new Homelessness Strategy include:
 - National policy issues and their local impacts
 - Seeking more prevention solutions

- Securing sufficient and appropriate accommodation to meet statutory obligations – including developing sustainable solutions in the private rented sector
- Dealing with rough sleeping including the impact of No Second Night Out and moves towards non accommodation based support
- Managing the resource issues in preventing and responding to homelessness

9, The goals of the draft Homelessness Strategy 2013 to 2018 are:

- Early intervention to prevent homelessness before a crisis point is reached
- Provision of appropriate accommodation and support if crisis occurs
- Prevention of repeated homelessness

10. If the draft Homelessness Strategy Document is approved for consultation, public consultation will begin as soon as possible after 5th September. Consultation will be carried out via e-consult and focus groups. Additionally, stakeholders and residents will be invited to comment via newsletters and direct contact,

Groups to be consulted include;

- Housing Associations
- Oxford Register of Affordable Housing members
- Homelessness network
- Oxford Residents
- Elected Members

11. Public consultation will commence in September following the City Executive Board meeting and end on the 31st October 2012. Any necessary changes will be incorporated in the Strategy and a detailed Action Plan will be developed to deliver solutions and improvements. The revised Homelessness Strategy and Action Plan will be presented to the City Executive Board at their meeting on the 12th December 2012. If the Board are content with the final draft Homelessness Strategy, then a recommendation for its adoption will be made to the meeting of Full Council in December 2012.

Wider impacts

12. The Homelessness Strategy will contribute to the delivery of the Council's Corporate Plan objective 'Meeting Housing Needs'. The corporate performance measure is to reduce the number of households in Oxford in temporary accommodation.

13. **Risk** - A risk register is attached at appendix 2.

14. **Environmental Impact** - The Draft Homelessness Strategy Consultation Document 2013 to 2018 does not have any explicit environmental impacts.
15. **Equalities Impact** - An initial equality impact assessment is attached at appendix 3. The Homelessness Strategy is very specifically targeted at meeting the housing needs of the most vulnerable people in Oxford and as such no adverse impacts on any equalities group are expected as a result of this strategy.
16. **Financial implications** - Homelessness has significant financial implications for the council. The authority's 2012/13 net Housing Needs budget that covers a variety of support initiatives dealing with Homelessness and its wider issues amounts to a £2.7m. Whilst the implications of this particular report does not initially have any financial implications the strategic priorities and options that emanate from the consultation will potentially have a bearing on the Council's future budgetary provision in this area. As stated this report does not have any financial implications at this stage. The aims of the Homelessness Strategy are to prevent homelessness and thus help minimise the costs of temporary accommodation. The Action Plan that will support the final Homelessness Strategy most probably will contain financial implications that will need to be considered by CEB and Council in December 2012
17. **Legal Implications** - The Local Government Act 2003 requires local housing authorities to have in place a Homelessness Strategy for the district.

Name and contact details of author:-

Name: Sheila Farley
Job title: Housing Strategy & Enabling Manager
Service Area / Department; Housing
Tel: 01865 252449 e-mail: sfarley@oxford.gov.uk

List of background papers:
Homelessness Strategy Evidence Base 2012
Homelessness Stakeholder Review 2012

Version number: 1

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Homelessness Strategy for Oxford 2013-18 – Consultation Draft

Why a new Homelessness Strategy for Oxford?

Preventing homelessness is a high priority for Oxford City Council. We recognise that settled housing provides the foundation on which we build our lives.

Oxford City Council has a duty to review homelessness in the area and develop a Homelessness Strategy to

- Address the causes of homelessness
- Introduce initiatives to prevent homelessness
- Secure sufficient accommodation for homeless people or those who may become homeless
- Ensure appropriate support to prevent repeat homelessness

Our last Homelessness Strategy covered the period 2008-2013. It set out a vision to increase homelessness prevention and reduce the use of temporary accommodation. We have been highly successful in delivering these changes and improvements. However, for all that we have achieved, there are increasing challenges ahead.

The development of our new Homelessness Strategy comes at a time of great change in housing, welfare and social policy. There are continual pressures on housing and an affordability crisis in the City which is likely to increase in future years

The new Homelessness Strategy will be part of a suite of integrated Housing Strategies and Plans which take forward wide ranging housing issues within the City. It builds on the Council's Corporate Plan and Housing Strategy adopted in 2012 specifically in relation to meeting housing needs and preventing homelessness. It is evidence based and is being developed in consultation and partnership with stakeholders

We have produced this Consultation Draft Homelessness Strategy to ensure partners and residents can have their say in shaping our future priorities in tackling homelessness. It sets out the local issues specific to Oxford, causes of homelessness, wider housing needs, where we are now and considers the challenges and opportunities that will come forward in the next 5 years. It provides potential priorities for future action.

We urge you to take some time to consider the issues raised and give your views.

Homelessness

Not all homeless people live on the street. People may have access to some form of shelter, some of the time and lack a stable, long term, settled home

Rough sleeping is the starkest form of homelessness and is a harmful and risky lifestyle. It is linked to wider social and health issues and living on the streets is likely to increase these problems.

Some people who can't access housing live in improvised dwellings – tents, sheds.

For others, there are frequently moves from one temporary accommodation/shelter to another (eg emergency accommodation, refuges, friends homes, 'sofa surfing') – people with no settled home. There are also many households that share accommodation eg with relatives or live in unsatisfactory housing.

Anyone can become homeless. However, it is possible to identify people who are most likely to become homeless. Groups at risk of homelessness includes young people leaving the care of a local authority, those leaving prison, people suffering from domestic violence, those with a mental health problem, substance misuse, those from troubled families, people on low incomes and those who are in debt. There is a strong overlap between homelessness and deep social exclusion.

Preventing homelessness goes further than the keys to the door. Particularly for vulnerable and young people, there is a need to provide support to help build life skills, independence and the ability to attain and retain a settled home This can reduce both repeated homelessness and admissions to institutional or residential care.

Our goals are

- Early intervention to prevent homelessness before a crisis point is reached
- Provision of appropriate accommodation and support if crisis occurs
- Prevention of repeated homelessness

People in Oxford

Just over 150,000 people live in Oxford. There is a relatively young population – it has been estimated that 36% of the population is aged between 15 and 29 years compared to a UK average of 20%. There is a relatively large black and minority ethnic population. Population turnover is high and Oxford is the fourth fastest growing city in the UK.

Oxford is generally a well educated City and there are 32,000 full time students at Universities. However, there are high levels of people without qualifications in some areas – mainly those areas with high levels of deprivation. Attainment levels of Oxford schoolchildren are relatively low. The proportion of young people in Oxford not in education, employment and training is above that of Oxfordshire. The largest groups of people not in education, employment or training are those that have learning difficulties and/or disabilities, are teenage parents or care leavers

Median earnings for full time employees resident in Oxford were £26,507 in 2010 – close to the national average.

Unemployment in Oxford is lower than in England and there is a lower level of working age benefit claimants than the national average. However, this figure is depressed by the student population who are not eligible for some benefits.

Just over 11,000 households on lower incomes claim either full or partial housing benefit to help meet rent payments

Housing in Oxford

There are over 58,000 homes in Oxford

Oxford is one of the most unaffordable places to buy or rent accommodation in the Country. There is a chronic shortage of affordable homes available and accessible for many people in Oxford.

House prices are outside the reach of many people – the mean house price in Oxford in 2010 was £341,296 compared with £240,033 in England as a whole. There are low levels of home ownership in Oxford compared to other areas in South East and England as a whole

There are high levels of private rented accommodation – 24% of all housing is privately rented in Oxford compared to 12% in England. Private rents are high and increasingly Housing Benefit does not cover the cost of even the lowest rents. Oxford has been identified as the most unaffordable location outside London for private renting

Demand for private rented accommodation is also high – buoyed by a limited supply and high costs of home ownership, and the demand for student accommodation. There were 17,113 full time students with accommodation requirements and 13,862 units of university or college provided accommodation at the University of Oxford and 8,105 students and 4,494 places for accommodation at Oxford Brookes. More student accommodation is being developed now and in future years to help balance the housing market in Oxford.

Oxford City Council owns 7,805 homes and Housing Associations provide a further 3,675 homes in the City. Demand for social rented homes is high – there are over 6,000 people on the housing register. Just 565 properties were let in 2011/12 and less than half of these were family sized accommodation. It is planned that 30% are let to homeless households to whom the Council have accepted a statutory homeless duty. In the social rented sector there is a relative over-supply of accommodation for people over 55 years old and an under supply of 2 bedroomed, and very large (4 bed or larger) family accommodation.

The population of the City is growing. There is little land to develop for new homes in Oxford City. There are relatively few opportunities for developing new homes – including affordable housing - to address the high level of demand for housing.

Oxford City Council uses its planning and housing powers to help rebalance the housing market and develop new affordable housing. This is detailed in the Housing Strategy Action Plan 2012-15. However, the reality is that demand for housing far outstrips supply and this is likely to increase in the future.

Homelessness in Oxford

There can be no doubt that homelessness in Oxford is exacerbated by the lack of supply and access to suitable, stable housing.

Of those being accepted as statutory homeless, the main causes are loss of home due to exclusions from family or friends' homes, relationship breakdown or the loss of a private sector tenancy.

The majority of households accepted as homeless are lone, female parents and young households between 16 and 24 years old. It appears that black and minority ethnic households are over-represented in those accepted as homeless.

The number of people being accepted as homeless has decreased over the last 5 years – from 196 households in 2008 to 120 in 2012. This has been achieved due to more homelessness prevention work by Oxford City Council. 637 households were prevented from becoming homeless in 2011/12. 884 households are supported to gain and retain accommodation in the private rented sector through the Home Choice scheme run by the Council. But new Homechoice tenancies have declined from 200 in 10/11 to 130 in 11/12.

Numbers of homeless people in temporary accommodation have reduced – just 129 households were in temporary accommodation secured by Oxford City Council on 31 March 2012 compared to 496 on 31 March 2008. 83% of households in temporary accommodation on 31 March 2012 were families with dependant children or expected babies. 92% of households in first stage temporary accommodation were in receipt of housing benefits.

Many other groups of people are not deemed to be statutory homeless but still have pressing housing needs and no settled home.

People on low incomes, without regular work, lack of proven track record, previous failed tenancies, mental health or substance misuse are unlikely to meet lettings agents/landlords vetting procedures and so cannot obtain a private tenancy.

Poor discharge planning for ex-offenders and those with mental health needs have been cited as further causes for homelessness amongst these groups. Those with complex needs, addiction, negative behaviour, poor parenting and life skills face particular problems in accessing stable homes and can fall through the net of services and accommodation provided.

Welfare benefit reforms, especially the limiting of Housing Benefit to younger people and effect of benefit cap on larger families will increase risks of homelessness for these groups in the future.

Rough sleeping is a constant issue in Oxford. There are 12 – 15 entrenched rough sleepers on the streets of Oxford on any given night, with 2-3 new people every week. The majority of people sleeping rough are aged between 26 and 49. People on the streets come to Oxford to access homeless services, have family or friends in the area, seek work, may have no access to public resources or are excluded from other accommodation.

More information on statistics quoted in this document and sources can be found in the Evidence Base document. There may be variations on the information provided during the course of this Homelessness Strategy as new census data becomes available

What we have achieved in last 5 years and where we are now

There have been many successes in the last 5 years in spite of high housing demand in the City. Nationally, homelessness acceptances increased by 16% in the year ended 31 March 2012. In Oxford there was a 2% reduction. Nationally, there has been a 44% increase in use of bed and breakfast accommodation in the same period. On 31 March 2012, there were no homeless households in bed and breakfast accommodation in Oxford. The use of temporary accommodation has also decreased.

This is an outstanding achievement given the intense housing pressures in Oxford. It has been achieved through the high priority placed on preventing homelessness in the City and the continuing work in delivering homelessness solutions – both directly by the City Council and in partnership with others. A strong network of services is in place to support homeless people and those threatened with homelessness.

However, we are not complacent. The challenges ahead are enormous and we continue to review and adapt services and provision to prevent homelessness in the most effective way.

Over the last five years, there has been a reduction in the numbers of households who have become statutory homeless.

This has been achieved by changes in the way Oxford City Council has offered a statutory homelessness service. Five years ago the emphasis was on dealing with people who presented themselves as homeless. Now the priority is on preventing homeless occurring by helping people resolve their housing problems and tackling barriers to obtaining accommodation. The Home Choice scheme has been prominent in securing accommodation in the private rented sector and preventing homelessness. The Lord Mayors Deposit Scheme has also assisted over 150 households in securing accommodation.

The use of temporary accommodation, particularly bed and breakfast, has decreased – improving the quality of life for homeless households and reducing costs to the public purse. In 2012, Oxford City Council began a review of temporary accommodation including seeking new forms of provision with private sector providers and the quality of existing temporary accommodation and support with residents.

An independent review of Oxford City Council homelessness services was undertaken by the Chartered Institute of Housing in 2011 which led to an Action Plan to deliver operational changes to continually improve the homeless service.

Feedback from consultation with the public through the Council's Talkback initiative in 2011 highlighted that there were gaps in general public knowledge and awareness of the work being undertaken in the City to prevent homelessness.

In July 2012, the No Second Night Out initiative was launched in Oxford. Fundamentally, the scheme hopes to prevent a second night on the streets for those sleeping rough. Behind the scenes, street outreach services have been re-configured to meet the new scheme and changes made to arrangements in hostels

There are a wide range of services and accommodation for homeless people in Oxford – provided by a range of organisations with different funding streams. Investment was secured for homeless hostels and changes made to services in hostels and the advice and training services operated by Crisis at the Old Fire Station.

There is strong partnership working and groups such as Oxford Register of Affordable Housing, Families At Risk of Homelessness, Tenants at Risk, Accommodation Panel, Joint Housing Team, Single Homelessness Team. Pre eviction protocols have been agreed between organisations to prevent homelessness and have been largely successful. There has been an increased focus on education and training, to provide more holistic assistance, with the aim of helping clients in the longer term, thus preventing them going

through a 'revolving door' and back to homelessness again. There is strong joint work operationally between Children's Social Care and Oxford City Council to ensure that young people are appropriately supported if they are homeless; families are supported if they are homeless or families are supported to look after children at home.

A fundamental review of homeless services supported through the Supporting People programme started in 2011/12. This continues to develop options and solutions to deliver a £500,000 saving from the £2.3 million countywide funding for homelessness through the scheme. Additionally, in 2012, Oxfordshire County Council implemented changes to governance and administration of the Supporting People Programme.

The City Council will continue to work pro-actively to improve the quality and access to private rented accommodation through licensing of Houses in Multiple Occupation and other initiatives. A survey of private landlords is planned within the next year.

A Homelessness Review was undertaken in 2012 to inform the new Homelessness Strategy including development of a robust evidence base and review of homelessness issue and services with providers. This identified some gaps in provision including the fact that there is no mediation service and rent deposit schemes are not available to everyone. In relation to specialist groups it was felt that there is a lack of alternatives for people who do not want to enter hostel and other supported housing pathways to secure homes, lack of direct access and self contained accommodation for those with mental health needs, more single person accommodation needed, lack of discharge accommodation and supported lodgings, services for persons with alcohol or drug addictions and those with dogs. Information from this review has helped shape this Consultation Document.

Details of services for homeless people can be found in Homelessness Survival Guide/MOPP
The Homelessness Review 2012 and Evidence Base is available as appendix? On website?

Future threats and opportunities

We are witnessing fundamental changes in the housing market, housing, social and welfare reform. The successes of the last 5 years will be ever more difficult to replicate in the years ahead.

Access to housing

The goal of home ownership is increasingly out of reach for future generations. The global banking crisis has had a structural impact on the mortgage market. The availability of mortgage lending supported high demand for home purchase and was instrumental in the doubling house prices nationally between 2001-2006. It contrasts sharply with the availability of new loans and the difficulties for households in raising larger deposits to buy houses.

There are few new housing developments being brought forward in Oxford – including social housing. Whilst Oxford City Council is developing schemes for the future, including new council housing, there is an immediate issue with lack of additional new affordable housing being brought forward. Just 10 units of new social rented housing for families will be brought forward in 2012/13.

The impact of this has been more demand on the rented sector and this will continue to dominate the homelessness and housing agenda in future years.

Market demand is so high that low to middle income households in Oxford are increasingly priced out of the market – even where housing benefit is payable to households, as the cap on the maximum rent levels is increasing much lower than market rents. There are worrying signs that landlords will not join the Home Choice scheme, as a consequence. Where they do, Oxford City Council will be faced with the increasing problems of meeting the gap between the rent demanded and the household's ability to meet the cost. The Government's proposals to allow Councils to discharge their housing duty within the private rented sector does not redress the issue of supply and demand or tackle the affordability crisis for homeless people and the wider population. Various organisations – statutory and voluntary – seek accommodation in the private rented sector for clients and the impacts will go beyond the needs of statutory homeless clients. Lack of move on accommodation for those in hostels and transitional accommodation will mean that supported housing may not be made available for people that need it.

The lack of available, affordable homes in the City may well lead to increasing use made of properties outside of Oxford.

Oxford City Council successfully re-financed its Housing Revenue Account to meet Government policy changes, borrowing some £200m. The majority of this funding had to be paid to Government as a one-off settlement in lieu of an annual payment, but there remains some capacity to invest in new social housing and our existing housing stock. The Council is already committed to developing 112 new homes in the period to 2015, and has secured a funding contribution through grant support from the Homes and Communities Agency. However, further development does depend on restraining arrears and other costs where we expect increasing pressure. In addition, the re-invigorated Right to Buy may lead to the loss of existing social housing which may not be readily replaced given the lack of development opportunities.

There are also changes taking place in social housing – for both Housing Associations and the Council. New social housing may be let on Affordable Rent levels (up to 80% of market value) and on Flexible (fixed term) tenancies. The Council's Tenancy Strategy 2012 will address this issue in more detail.

Welfare reform and household income

Planned national welfare benefit changes will have a predominantly negative impact on lower income households. Welfare spending is planned to reduce by £18bn by 2014-15 including housing and council tax plus other welfare benefits. This has a significant impact on those people on who are partially or totally dependant on benefits for their household income.

Major changes are taking place to Housing Benefits. Young people are particularly affected with the single room rent restrictions on benefit paid being extended from those under 25 to those under 35 years old. Debate is under way on the potential to the ending of Housing Benefit for those under 25 in the longer term. Over accommodation rules within the social rented sector and housing benefit non-dependant charges may mean families cannot offer a spare room to a family member or friend who is homeless. This could be either because they have needed to move to a smaller property and there is no spare bedroom or because they cannot financially afford to accommodate anyone. These

regulations will also impact on families who foster children and could again impact on homelessness amongst younger people. Larger families will lose benefits as a result of a cap on total level of benefits paid to one household. Changes to the assessment of benefits for disabled people are likely to negatively affect some households. It is important to recognise that housing benefit changes affect those who claim the benefit due to low incomes and not just those on benefits.

The plans to introduce Universal Credit and payments directly to claimants, monthly in arrears is likely to have an adverse impact on household income, budgeting, debt and potentially put households at greater risk of homelessness. Currently Council and social landlords receive rental payments direct from Government. Oxford is part of a Demonstration Project to identify issues related to the direct payment of housing benefit to social tenants. However, this will ultimately impact on all non pensioner households in receipt of benefits. It is likely to have a detrimental effect on accessing private rented housing where landlords require rent in advance – certainly not rent paid in arrears.

Interest rates are at historic lows but any changes would impact both on owner occupiers and landlords who are likely to pass costs onto tenants.

Public sector policy and finance

A wide variety of policy changes will impact on the Homelessness Strategy

The Localism Act offers flexibilities for local authorities to discharge their homelessness responsibilities by securing a good quality, well managed, affordable private rented home. Oxford City Council has already had major successes in working with the private rented sector but as discussed elsewhere, the issues of supply and demand together with affordability are not being addressed within Government policy framework. The sustainability of the Council's work with private rented sector through Home Choice is in question given the unrelenting demand for and escalating rent levels in private rented homes in Oxford.

The Review of Allocations Scheme in Oxford and elsewhere will have an impact on who is being housed and hence homelessness. The stark reality is that the overwhelming majority of people on the Housing Register may never be offered a council or housing association home. Groups to whom Council's will award reasonable preference in allocating social housing will be outlined within national policy and include ex military personnel. The City Council already recognises a local connection in assessing ex-military personnel. This preference will be further considered as part of the Allocations Scheme Review in 2012. A national debate has been launched to question whether younger people under 25 should be able to access social housing.

Where households are successful in obtaining a council or housing association home this may be on a higher rent than existing tenants – either as a consequence of new homes at Affordable Rents, or as a condition of grant funding through the Homes and Communities Agency or through the Pay to Stay proposals. The latter plans to produce an income threshold over which social tenants will pay higher costs than neighbours on lower incomes. Government policy is also challenging whether new social tenants should be offered a secure 'tenancy for life.'

The Health and Social Care Act abolishes Primary Care Trusts from April 2013. These are replaced by GP Consortiums who will be responsible for commissioning most healthcare.

New Health and Well Being Boards are being set up to oversee the quality of services, represent the views of local people and draw up a Health and Well Being Strategy – building on Joint Strategic Needs Assessments.

The Comprehensive Spending Review (2010) set out a national reduction of 28% on local authority budgets over the following 3 years. Oxford City Council has identified the necessary budget savings but there is still pressure to achieve planned savings and the outlook is continued austerity.

The Homelessness Prevention Payment from the Department of Communities and Local Government is not guaranteed in the future. This Fund supports £1 million expenditure on preventing homelessness in Oxford – predominantly on rough sleeping and services for single non-statutory homeless persons.

Supporting People funding for homelessness is being cut and savings of £500,000 need to be made by 31 March 2013. This will provide huge challenges and may mean the loss of specialist accommodation based solutions in Oxford for homeless people. This will also put more pressure on other housing which is in high demand. Furthermore, gaps in the market could lead to unregulated supported housing with risk to clients.

The Supporting People funding is no longer ring-fenced so can be spent on non housing support issues. In 2012, Oxfordshire County Council proposed changes to governance and administration in Supporting People funding which reflect this. The implementation of changes may have consequences for housing related support and will need to be carefully monitored.

Potential priorities for action 2013-18

Many of the issues facing us are outside the direct control of Oxford City Council. Nonetheless we need to plan ahead, prioritise and propose actions to build on our past success, mitigate the impacts of changing housing markets, social and welfare reform but, above all, prevent homelessness.

1. Preventing homelessness

A. Enhanced homelessness prevention

- More options to prevent parental exclusions causing homelessness including mediation schemes, working with families to develop a re-housing plan for younger generations
- Changes in the delivery of the Housing Options service to maximise the prevention of homelessness and ensure the best use is made of resources
- Financial inclusion initiatives to include a Financial Inclusion Strategy, developing integrated financial management, budgeting skills and benefit advice services, working with Credit Unions, building on lessons learnt from Demonstration Projects, improved referrals for debt advice and money management
- Developing the role of Home Choice including a review to assess the scope of the scheme including the possibility of creating a social lettings agency, extension of deposit schemes and savings schemes, incentives to landlords
- Developing services for young people – mentoring, providing role models, assistance in securing shared accommodation
- Developing Tenant Ready Schemes (identified in Housing Strategy 2012-15)

B. Tackling rough sleeping

- Deliver and monitor No Second Night Out to provide rapid response to those sleeping on the street
- Ensure effective reconnections to home area for rough sleepers
- Support organisations who help in getting homeless people away from sleeping on the street
- Ensure effective Move On Plan Protocol mechanisms

2. Greater understanding

A. Improved knowledge

- Develop and deliver a Communications Plan with more targeted information, developing wider public awareness of homelessness, supply and demand for social housing, awareness campaigns including in schools and education, reviewing new ways of engagement
- Increase the awareness of realistic housing options for those people working with potentially homeless clients
- Ensure that military personnel leaving the Forces are given comprehensive information as to their housing options
- Develop more listening and learning from homeless people and service users
- Encourage organisations and people to stop supporting rough sleepers to stay on the streets by providing food, clothing and other help
- Develop information and evidence base for homelessness including secondary causes, more knowledge of BME groups and targeted information and support

B. Partnerships that work

- Develop early warning systems with partners – identifying homelessness at key intervention points (statutory and non-statutory) – including improved hospital and prison discharge protocols, planning for care leavers
- Develop the CHAIN system and joint database for improved data sharing across services including mental health
- Ensure that homelessness is recognised as a priority for action within the Health and Well Being Board
- Encouraging more Employment Education and Training work and supporting and growing social enterprises locally

C. Customer focussed services

- Mapping the journey from the customer experience
- Develop more interactive discussions and surveys with clients – including independent facilitation
- Monitor and act on customer surveys and feedback

Although our highest priority is to prevent homelessness, there is a need to act at crisis points.

3. Transition to settled homes

- Deliver sufficient, appropriate temporary accommodation at crisis point
- Review/implement new temporary accommodation solutions including with private sector
- Ensure engagement and involvement in new governance arrangements for delivering the Supporting People Strategy and associated programme to ensure that adequate housing support is available for homeless people
- Support partnerships which develop effective pathways to enable people to turn their lives around and attain settled homes
- Review of existing and introduction of new pre-crisis protocols where needed eg discharge from hospital or prison; Affordable Rent/Flexible Tenancies and pre-

eviction protocols with Housing Associations; protocols with supported housing providers

- Also improved sustainment work across tenures (including social tenancies, and the Private Rented Sector – especially those clients supported through the Home Choice scheme), and floating support
- Out-of-area moves for Home Choice where needed and appropriate
- Work in partnership to address service gaps – inc:
 - Supported Accommodation projects for single adults with very high and complex needs (inc undiagnosed mental health issues and persons with personality disorders, etc)
 - Step down accommodation for young persons needing to move on (inc a gap around 19-21 year old young people)

4. Improved access to housing

- Use planning powers and housing enabling role to bring forward new social housing, investment and ensure that Universities make provision for student accommodation
- Develop schemes to tackle under-occupation in social sector to free up family homes
- Tackle Tenancy Fraud to gain access to social housing for those in highest need
- Develop empty homes strategy including use of empty homes as social housing (identified and to be delivered via Housing Strategy 2012-15)

5. Policy and Strategies that recognise homelessness

- Ensure or implement the Allocations Scheme Review to identify incentives for parents to support children at home,, rewarding good behaviour, preventing those with no local connection putting a strain on local resources, income limits, review bandings including Band 5
- Consider the use of out of City moves/ placements and discharge off duty in private rented sector
- Review the Lettings Annual Plan to ensure balance between all housing applicants, homeless households and those moving on from supported housing
- Continuation of de-designation of accommodation for over 55 year olds in council housing
- Specific housing strategies to be brought forward including young people and Black and Minority Ethnic communities (identified in Housing Strategy)

6. Excellent homelessness services

- Develop on line applications and information
- Achieve savings in temporary accommodation costs
- Identify continuing VFM changes
- Support Education, Employment and Training work
- Increase financial inclusion measures (identified and to be delivered by Homeless Review Action Plan/Service Plan)

More information and background documents

Consultation questions

- Did you find the Homelessness Strategy consultation document a) easy to understand b) interesting
- Do you agree with our analysis of housing, homelessness and future challenges?
- How can we sustain our progress in preventing homelessness and acting at crisis point given threats and reduced resources in the future?

Potential future priorities	Do you agree with this priority?	Are there any gaps in information or services? If so, what?	Do you have views on how we can meet this priority?
Preventing homelessness			
Greater understanding			
Partnerships that work			
Customer focussed services			
Transition to settled homes			
Increased access to housing			
Excellent homelessness services			

- Do you have any more information or comments to add?

For focus groups

- Perceptions and expectations of homelessness services
- Quality of advice and assistance
- Barriers to housing

What can OCC do to help and improve services in the future?

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**Homelessness Strategy (City Executive Board Report 12th September 2012): Appendix 2
Risk Register**

No.	Risk Description Link to Corporate Obj	Gross Risk		Cause of Risk	Mitigation	Net Risk		Further Management of Risk: Transfer/Accept/Reduce/Avoid	Monitoring Effectiveness	Current Risk					
Risk Score Impact Score: 1 =Insignificant; 2 = Minor; 3 = Moderate; 4 = Major; 5 = Catastrophic Almost Certain						Probability Score: 1 = Rare; 2 = Unlikely; 3 = Possible; 4 = Likely; 5 =									
		I	P		Mitigating Control: Level of Effectiveness: (HML)	I	P	Action: Action Owner: Mitigating Control: Control Owner:	Outcome required: Milestone Date:	Q 1 ⊗ ☹ ☺	Q 2 ⊗ ☹ ☺	Q 3 ⊗ ☹ ☺	Q 4 ⊗ ☹ ☺	I	P
1.	Inadequate consultation to ensure relevance of homelessness strategy objectives`	3	3	Lack of consultation and communication of developing Strategy	Consultation plan to include stakeholders and public	2	2	Implement consultation plan Housing Strategy and Enabling Manager	Consultation Plan implemented and completed by November 2012						
2.	Failure to meet the objectives of the Homelessness Strategy	4	3	Ineffective monitoring of the strategic objective action plans.	Establish clear monitoring process within the Council's structure through Housing Board	3	2	.Ensure regular review through Housing Board Housing Strategy and Enabling Manager	Regular monitoring reports						
3.	Changes to housing policy or context and, local, regional and national, making objectives invalid or inappropriate.	3	3	Economic circumstances, government policy and legislation, political changes.	In addition to regular monitoring, review of the strategy and objectives to ensure it remains relevant to current circumstances.	3	3	Establish regular and robust monitoring arrangements for policy, context and legislative changes Housing Strategy and Enabling Manager	Mid point review completed by September 2015						

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No.	Risk Description Link to Corporate Obj	Gross Risk		Cause of Risk	Mitigation	Net Risk		Further Management of Risk: Transfer/Accept/Reduce/Avoid	Monitoring Effectiveness	Current Risk								
Risk Score Impact Score: 1 = Insignificant; 2 = Minor; 3 = Moderate; 4 = Major; 5 = Catastrophic Almost Certain Probability Score: 1 = Rare; 2 = Unlikely; 3 = Possible; 4 = Likely; 5 =																		
.	Negative public and stakeholder understanding / perceptions of homelessness strategy objectives.	3	3	Failure to communicate objectives and impacts on homelessness in Oxford.	Establish clear communication strategy for the homelessness strategy for when it is adopted.	2	3	Implement communication strategy Housing Strategy & Enabling Manager	Communication Strategy in place by March 2013.									

City Executive Board 12 September 2012 Homelessness Strategy - Appendix C

Initial Equality Impact Assessment Consultation Document 2013 to 2018

1. Which group (s) of people has been identified as being disadvantaged by your proposals? What are the equality impacts?

No groups have been identified as being disadvantaged by the Homelessness Strategy Consultation Document. The document and subsequent Homelessness Strategy are targeted at meeting the housing needs of those most vulnerable in Oxford. The draft Consultation document outlines the priority towards preventing homelessness across all client groups to achieve positive outcomes. Vulnerable groups are over-represented within homelessness service as issues such as disability, mental health, drugs/alcohol dependency, poverty have a direct impact on ability to access and retain a home. Statutory homelessness operates within a legal framework which identifies 'priority need' groups so specific groups such as households with children are over-represented in homelessness acceptances.

2. In brief, what changes are you planning to make to your current or proposed new or changed policy, strategy, procedure, project or service to minimise or eliminate the adverse equality impacts?

Please provide further details of the proposed actions, timetable for making the changes and the person(s) responsible for making the changes on the resultant action plan.

As this is a consultation document no action plan has yet been developed. However, the document acknowledges groups who have specific needs and the proposed priorities for action include actions for young people (mediation, preventing parental exclusion, help to access accommodation), those in poverty (financial inclusion, advice, credit unions), BME groups (gaining more knowledge of needs and issues), developing services for clients with mental health needs, drug/alcohol dependency, complex needs in partnership with other services, those with support needs.

3. Please provide details of whom you will consult on the proposed changes and if you do not plan to consult, please provide the rationale behind that decision.

Please note that you are required to involve disabled people in decisions that impact on them.

This is a consultation document that has been produced following discussions and feedback with partners and providers of housing and support services in the City. Further consultation will take place as detailed in the main report and include statutory and voluntary organisations in the City as well as the public.

4. Can the adverse impacts you identified during the initial screening be justified without making any adjustments to the existing or new policy, strategy, procedure, project or service?

Please set out the basis on which you justify making no adjustments

Not applicable as no adverse impacts are predicated.

5. You are legally required to monitor and review the proposed changes after implementation to check they work as planned and to screen for unexpected equality impacts.

Please provide details of how you will monitor/evaluate or review your proposals and when the review will take place

As this is a consultation document no changes are recommended to be adopted at this stage but will be included in the final Homelessness Strategy and Action Plan following consultation

Lead officer responsible for signing off the EqIA: Sheila Farley
Role: Housing Strategy & Enabling Manager
Date: July 2012

To: City Executive Board

Date: 12th September 2012

Report of: Head of Policy, Culture & Communications

**Title of Report: CULTURE STRATEGY 2012-16 CULTURE STRATEGY
2012-16**

Summary and Recommendations

Purpose of report: This report provides background to the development of the revised Culture Strategy, feedback from the public consultation and an overview of the vision and priorities of the proposed Culture Strategy and Action Plan 2012-16.

Key decision? No

Executive lead member: Councillor Bob Price

Policy Framework: Corporate Plan 2012-2016: Strong Active Communities and Vibrant, Sustainable Economy; Oxford City Regeneration Framework

Recommendation(s):

- 1. That the City Executive Board approves the new Culture strategy as set out at Appendix 2, and;**
- 2. That the City Executive Board recommends to Council the adoption of the new Culture strategy.**

Appendices to the Report

Appendices 1: Report on the Consultation on the Draft Culture Strategy for Oxford 2012-16

Appendices 2 Annex 2: Culture Strategy and Action Plan for Oxford 2012-16

Appendices 3: Equalities Impact Assessment

Appendices 4: Risk Assessment

Background

1. In 2007 the Audit Commission inspected culture in Oxford and concluded that the quality of cultural activities was 'good'. There was, however, a recognised need for a strategy which would help co-ordinate the work of cultural organisations, improve access to high quality arts activity, and increase community engagement. A three-year Culture Strategy was adopted by Full Council in September 2009 and a Cultural Action Plan was developed in consultation with the sector.
2. The 2009-2012 Culture Strategy played an important role in: developing partnerships; setting benchmarks for the evaluation of cultural provision to Oxford's communities; highlighting the Council's commitment to cultural regeneration through new projects; enhanced public realm activity; as well as supporting organisations to offer subsidised ticket schemes for young people in particular. In the past three years, Oxford has seen vast improvements in the quality of buildings delivering culture - Pegasus Theatre, Modern Art Oxford, the Ashmolean, plus the development of the Old Fire Station.
3. An evaluation of the Council's Culture Strategy 2009-12 has been completed and was reported to City Executive Board on 8th April 2012.
4. Since the publication of the last Culture Strategy there have been substantial changes to Government policies, restructuring of the national, regional and local development agencies, a downturn in the economy and reduced funding for arts and culture. Cultural organisations find themselves competing locally and externally for ever-decreasing pots of money.
5. It will become increasingly important to identify efficiencies and delivery models that encompass different partners, investors and agencies over the next three to five years. Our new Culture Strategy is ambitious and also realistic in its ability to support and innovate.
6. Also, what was not sufficiently explicit in the last strategy was the link between the vision and the city's demography. The levels of disadvantage in the city underpin the City Council's belief that access to high quality cultural experiences can play a significant role in social regeneration. We aim to work through partnerships to create a truly "joined-up" Oxford for our local communities.

Consultation

7. Oxford's draft Culture Strategy 2012 to 2016 was approved for consultation at the City Executive Board meeting of 8th April 2012. A summary of consultation responses is provided in Annex 1.

Consultation questions were live on the Council's consultation portal from 11th April 2012 to 11th June 2012 (just over 8 weeks).

8. Invitations to join the consultation were emailed to a comprehensive database of around 500 Oxford-based cultural, educational and community organisations. Organisations were invited to share the strategy with their members.
9. Those who responded to the consultation welcomed the focus on young people and the strong and "inspiring" vision it offered for culture in Oxford. Consultation comments also recognised that the Culture Strategy will play a major role in strengthening both the local economy and the quality of life of Oxford's residents.
10. Suggestions from the consultation included requests for a more explicit focus on diversity and tourism, a commitment to non-financial forms of support as well as funding, and clarity on how the Culture Strategy will be implemented with the widest range of communities and groups (including lesbian, gay, bisexual and transgender, students and older people), smaller organisations and the amateur arts sector.
11. Consultation feedback also included requests to support arts-led regeneration, relax restrictions to delivering arts activity and establish an arts trust to unite the wider cultural community. In terms of presentation, it was suggested that we reformat the document to make it easier to read and divide it between background and strategy.
12. All of the above suggestions have been taken into account in the revised draft Culture Strategy.

A new Culture Strategy for Oxford

13. A copy of the revised draft Cultural Strategy is provided at Annex 2.
14. The Culture Strategy 2012-16 is being led by Oxford City Council in conjunction with the Cultural Action Group, a partnership involving Oxford Inspires and the following organisations in Oxford funded by Arts Council England: Oxford Playhouse, Pegasus Theatre, Modern Art Oxford, Oxford Contemporary Music and the University Museums. Arts at the Old Fire Station, Film Oxford, the Story Museum and Arts Council England, who were invited to join the group from September 2012.

Vision and priorities

15. Our shared vision for culture is:
to work in partnership with Oxford's key stakeholders to support, develop and deliver cultural activities that enhance and leave a legacy in the lives of individuals and communities, offer affordable,

excellent experiences, encourage attainment amongst young people and promote cultural ambition.

16. Our three key priorities are to:
- Facilitate a partnership-based approach to sustaining, developing and improving the cultural life of the City.
 - Improve opportunities for young people to access and actively participate in high quality cultural activities.
 - Improve opportunities for the diverse range of communities and faith groups in the City to actively participate in high quality cultural activities that reflect their own identities and can be shared with the whole community.

Underpinning each of these priorities is a commitment to explore the barriers to participation in cultural activities faced by different sectors of the community and to find ways of removing them.

The Culture Strategy and Action Plan sets out agreed objectives for each of these three priorities from 2012-16.

Notable additions to the Culture Strategy in response to the consultation include the following objectives:

- Work with Visit Oxfordshire and the County Council to maximise the role of culture in the city's and county's tourism offer.
- Support collaborative projects which enhance awareness of the diversity of Oxford's cultural tourism offer.
- Convene Culture Forums to share best practice and collaborative working opportunities for arts and cultural organisations, the thriving amateur sector, student companies, and individual artists on specific topics of shared interest, for example models of philanthropy for small scale arts organisations, marketing, audience development, enhancing digital skills and engagement.
- Identify locally-focused projects which academic departments at the two universities can support and work collaboratively to deliver.
- Work with the City Council Planning department to embed cultural infrastructure and activity in physical regeneration schemes.

Equalities implications

17. An initial Equalities Impact Assessment is provided at Annex 3. The City Council's overriding concern in formulating its Culture Strategy has been to engage communities currently excluded from participation in the city's cultural life.

Financial Implications

18. The draft Culture Strategy can be delivered through existing financial resources and through partnership agreements.

Legal Implications

19. The Council must ensure that the consultation is effective and that responses are properly evaluated, considered and taken into account when finalising the strategy

20. Issues relating to governance and/or contractual matters may arise where cultural partners assist with delivery of objectives within the strategy.

21. There are no other current legal implications.

Risk Management

22. The Culture Strategy is low risk, although its non-adoption might result in the reduction or loss of funding to arts partners. A summary risk assessment is set out in Annex 4.

Climate Change/Environmental impact

23. The strategy adheres to the City Council's policy on climate change.

Name and contact details of author:-

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List of background papers:

Summary Evaluation Report Cultural Strategy 2009-12

Evaluation of Cultural Strategy Action Plan 2009-12

Report on the Consultation on the Draft Culture Strategy for Oxford 2012 to 2016

Version number: 3.0

Report on the Consultation on the Draft Culture Strategy for Oxford 2012 to 2016

Date of this report: 27th July 2012

By: Margaret Melling, Consultation Officer

Introduction

Oxford's draft Culture Strategy 2012 - 2016 was approved for consultation at the City Executive Board meeting of 8th April 2012. The draft document and consultation questions were live on the City Council's consultation portal from 11th April 2012 to 20th June 2012 (10 weeks). Invitations to join the consultation were emailed to a comprehensive database of around 500 Oxford-based cultural, educational and community organisations. Organisations were invited to share the strategy with their members.

Participants in the consultation

In total we received 24 detailed responses to the consultation including from:

- The University of Oxford
- Blackbird Leys Adventure Playground
- Oxfordshire Somali Forum
- Blenheim Palace
- African School
- Oxford Friend
- HALT (Oxfordshire Homophobia Awareness Liaison Team)
- Folk Arts Oxford
- Oxford Playhouse
- Oxford Castle Quarter
- Arts at the Old Fire Station
- Cowley Road Works
- Oxford Theatre Guild
- Oxford City Councillor

This number of responses is fairly typical of consultations on strategy documents where respondents have to read a lengthy document and give written (free text) comments.

The Vision

1. What people welcomed in the vision:

- Like the mention of young people;
- Strong and "inspiring" vision.

2. Suggested changes to the vision:

- **Diversity –**
 - *Strategy should be explicit about reaching groups who do not normally participate in cultural activities.*
 - *Will it be really implemented, across the widest range of communities?*
 - *the Council needs to work, not only with the large cultural partners in the City, but also with the smaller, community based organisations which connect directly with, and address the interests of 'all our citizens'.*
- **Role of the City Council –**
 - Address the possibility of the city council “enabling and encouraging cultural activities” – not financially but through licensing, walls for street art etc
 - *We believe that the City Council's primary contribution is to support the professional development of local artists in order to create a vibrant cultural contribution to the economic and social fabric of the city and to enable as many people as possible to participate in cultural activity.*
 - *show how the wider arts and cultural community is to be involved and consulted in delivering these objectives, and indicate ways in which the City Council may be able to support.*
- **Synergy between culture and tourism -**
 - Unite cultural partners and showcase Oxford
- **Music -**
 - *Something more specific like ensuring there is a decent music venue in the city would be welcome.*
 - Recognise Oxfordshire's long history of traditional dance and song as well as a very active folk scene.
- **Theatre -**
 - *makes no reference to the vast contribution made by the local theatre community in bringing a wide range of performances and opportunities to the people of the city.*

The four key priorities

Suggested changes to and comments on the priorities:

- **Target groups -**
 - No mention of LGBT community.
 - *The key priorities name young people and faith-based groups. It should also name older people*
 - Carry out research into cultural participation.

- The contribution of students should be highlighted.
- **Communities and regeneration –**
 - *Lots of initiatives to engage sectors of communities to develop cultural interaction, interpersonal friendships and bonds.*
 - *Suggestion of a *Joined up celebration of culture... a truly community focused event.. working towards breaking down barriers to participation.**
 - *more emphasis could be placed upon arts-led regeneration of areas such as the West End through the development of arts based business activity.*
 - *Gloucester Green is the largest open traffic free municipal space in Oxford and with vision and investment could become a hub for accessible cultural activity.*
- **Arts, music and performance space -**
 - Recognise value of the arts “for their own sake” rather than value in achieving outcomes.
 - *Important that needless restrictions on the playing of live folk music be relaxed or prevented.*
 - *Oxford seems to have only tiny spaces or large performing spaces, and urgently needs a properly equipped and supported mid scale performance venue that could accommodate local companies and community arts and cultural events; a local arts centre.*
- **Contribution to the local economy -**
 - *Suggestion of a *New Priority Five: The development of cultural activity as a major contributor to the local economy.**
- **Include all cultural sectors -**
 - *The priorities are laudable but I have no faith that they will be applied equally across all sectors of the creative community.*

Overall comments

- **Presentation -**
 - Simplify and clarify language. More “artistic” language.
 - *Would benefit from being shorter. Would be helpful to have a summary.*
 - Reformat into “scene setting” and “strategy”.
- **Include and unite all forms of Art and Culture**
 - Name the different art forms (dance, ballet, film etc)
 - Recognise contribution of local theatre community - Am-Dram is *a vital part of our heritage and contributes to the emotional well-*

being of those involved. Tens of thousands of people attend non-professional theatre productions each year in the city.

- Establish an Arts Trust
- Unite cultural partners
- **Strategy is welcome and important –**
 - *The City Council should be applauded for supporting culture in the current climate and for driving forward a cultural agenda .. Very important for both the public and private sectors to continue their support and funding for both tourism and culture.*
 - *There is no doubt in our minds that a bold commitment to cultural activity in the heart of the city which explicitly enables everyone to participate and benefit will play a major role in strengthening both the local economy and the quality of life of Oxford's residents.*
- **Widen consultation drawing on experiences of local artists**

Detailed submissions from Oxford Playhouse and others are provided in the Background Papers

Culture Strategy and Action Plan for Oxford – 2012-2016

Introduction

The Culture Strategy and Action Plan resulted from a consultation process which generated responses from the wide range of cultural bodies, faith groups, and community groups in our city, all of which have a role to play in Oxford's diverse cultural life.

The Culture Strategy is being led by Oxford City Council in conjunction with the Cultural Action Group, a partnership involving Oxford Inspires and the following organisations in Oxford funded by Arts Council England: Oxford Playhouse, Pegasus Theatre, Modern Art Oxford, Oxford Contemporary Music and the University Museums. Arts at the Old Fire Station, Film Oxford, the Story Museum, and Arts Council England have been invited to join the group from September 2012.

The Culture Strategy and Action Plan 2012-16:

- Provides demographic and other contextual information about Oxford and the role that culture and the arts play in the city
- Outlines the City Council's priorities for culture and the arts over the next three years
- Sets out agreed objectives for each of the priorities

Monitoring and Evaluation

The delivery framework, including detailed annual schedule and KPIs to measure success linked to the objectives of individual Culture staff and Cultural Action Group members, will be completed by October 2012. Delivery will be monitored quarterly by the Cultural Action Group and by the City Executive Board on a six-monthly basis. The Cultural Development Manager will undertake an Annual Review of activity to evaluate performance against the Action Plan. In this way our aspirations for culture in our city will translate into reality.

Our vision for culture and the arts

The City Council's ambition – developed with our partners, including business, community organisations, the health and education sectors and the County Council – is to make Oxford a world-class city for everyone.

The City Council and its partners believe that culture – whether it takes the form of the architecture that surround us, the museums that reflect our past and present, or the literature and performing and visual arts through which we celebrate our experiences – plays a profound role in shaping people's

experiences and attitudes. We believe that access to high quality cultural experiences is the right of all our citizens.

Our shared vision for culture is:

To work in partnership with Oxford's key stakeholders to support, develop and deliver cultural activities that enhance and leave a legacy in the lives of individuals and communities, offer affordable, excellent experiences, encourage attainment amongst young people and promote cultural ambition.

Strong and Active Communities

Culture and the arts contribute to building strong and active communities. Culture has the potential to bring people together from all areas of life, breaking down barriers and adding to our overall quality of life. It also increases our sense of local identity and belonging. Culture can highlight those things that we care about – through public art, for example – as well as providing opportunities for people to come together and form bonds through community events and festivals.

Vibrant and sustainable economy

The cultural sector contributes significantly to building a vibrant and sustainable economy. The city's dazzling architectural heritage, and the rich offerings of the Ashmolean and other museums, means that tourism also plays a key part in the local economy. It is estimated that over nine million tourists visit the city each year, spending £602million and supporting around 13,000 jobs. We would like visitors to stay longer in the city and to explore areas beyond the city as well. In order to facilitate this we have worked with partners to set up Visit Oxfordshire, an organisation working to improve the management and marketing of our tourism offer in Oxford and throughout Oxfordshire. One of the key aims of Visit Oxfordshire is to support culture and the arts by maximising the role that culture can play in Oxford's tourism offer.

Between 2012 and 2016, Arts Council England will invest £5.3m in its National Portfolio Organisations (NPOs) in Oxford and a further £4.5m in the Oxford ASPIRE museum consortium, to support world-class art and cultural activity. This investment will make a significant contribution to Oxford's vibrant and sustainable economy and would not have been possible without the City Council's support for many of these organisations. Indeed, Arts Council England explicitly state that they will not enter a position where they become the sole public funder in a local authority area. It is positive to see City Council funding enabling Oxford's cultural organisations to leverage in such significant investment, providing jobs as well as high quality cultural activity for our residents and visitors.

Culture in Oxford

Oxford has a long history of cultural innovation including the country's first Botanic Garden, the world's first public museum (the Ashmolean in 1682) and the world's first music room (Holywell). Oxford's contemporary cultural sector

is rich and diverse. It includes national museums and world-famous heritage sites, a commercial creative sector including a vibrant contemporary music scene, voluntary arts organisations, Literary, Folk and Dance festivals, community events including the Cowley Road Carnival, and much more. The combination of prestigious, world-famous institutions alongside a more informal, but still high quality network of smaller venues and organisations is key to Oxford's cultural identity and strength.

Oxford continues to be at the forefront of trends and ideas, with the first open studios programme in England, founded in 1987. It has a world-class and highly innovative music scene and thriving contemporary art and theatre produced through nationally-recognised organisations such as Oxford Playhouse, Modern Art Oxford, Oxford Contemporary Music, and Oxford Philomusica.

Recent initiatives

In the last twelve months alone, the range of achievements has been impressive. The Old Fire Station (OFS) opened in November 2011, bringing together a new Crisis Skylight Centre and Arts at The Old Fire Station. Arts at the Old Fire Station is a new organisation, created by the City Council to support the development of the creative industries and help to regenerate the west end of the city. The OFS offers a unique model of social inclusion by bringing artists, homeless people and the public into the same space. The facility combines a range of flexible spaces and facilities, a gallery and shop selling local artists' work, as well as providing training and support for employment in the creative and hospitality industries. The Story Museum is making exciting progress leading up to its official opening in 2014, the Year of the Book.

Oxford's Town Hall continues to make its own contribution to the city's cultural offer. This iconic Victorian Grade II* listed building is being successfully remarketed and is now a popular venue for concerts from a diverse range of performers, and events, including the annual Beer Festival. Oxford Philomusica's regular concerts for children have become sell-out events. In 2011, the Town Hall was the main site for Oxford's internationally acclaimed Jazz Festival. Exciting improvements to the Town Hall are planned over the next twelve months: the City Council is investing in improvements to the Town Hall infrastructure, including an upgrade to the acoustics in the Main Hall. We are planning to enhance the role of the Town Hall as a primary community facility for the city and also to provide facilities for the conference and concert markets. The Town Hall café has been refurbished and reopened with an upgraded offer in May 2012. The Town Hall's high quality gift shop, focusing on products related to the Museum and Town Hall collection, opened in early November 2011.

We have also upgraded the Museum of Oxford. Our plans for the Museum attracted over £80k in grant support from external funders, and the Museum reopened in June 2012. The City Council is working with the University of Oxford and the County Council to secure funding to improve public access to Oxfordshire's museums and to train museum staff. Oxford ASPIRE, the

University/County/City museums partnership has received £4.5m subsidy from Arts Council England through Renaissance funding and we are committed to working with them as a major partner in both heritage and culture through our support for Arts Council England's Achieving Great Art for Everyone and Culture, Knowledge and Understanding strategic frameworks.

The University of Oxford has continued to make a strong contribution to the cultural life of the city and the region. The Bodleian and University libraries receive over 100,000 visitors annually and take part in events such as World Book Day. The four designated University Museums offer free access to 2 million visitors each year and have worked directly with every primary and secondary state school in Oxford in the last year. As part of Oxford ASPIRE they will actively reach into schools and communities across Oxfordshire, raising aspirations and supporting educational attainment across the curriculum and across all ages. Oxford University Press has partnered with the National Literacy Trust to develop innovative schools programmes aimed at raising boys' literacy levels and improving behaviour and engagement. The city also benefits from a range of educational outreach activities in the city, organised through the widening participation teams at The University of Oxford and Oxford Brookes University.

The University of Oxford's recent collaborations have also included the Music Faculty working with Pegasus Theatre and Theatre Hullabaloo to put on '*My mother told me not to stare*' and an Arts Council England funded public art project between the Ruskin School, Modern Art Oxford and the University Sports Department. Modern Art Oxford continues to stage exhibitions of international standing as well as taking contemporary art to estates such as Rose Hill through its strong outreach programme.

Pegasus Theatre, Oxford's youth theatre in East Oxford – consolidated by a £4m rebuild - goes from strength to strength. In 2011, Pegasus initiated *Mesh*, Oxford's first International Youth Arts Festival. *Mesh* was co-planned, run and hosted by and for young people from Oxford, France, Germany, the Netherlands, Croatia, Palestine and Russia. This project complemented the work done through the City Council's own international links programme which offers opportunities for exchange projects involving young people from our twin cities.

Oxford Playhouse's world class programme is seen by over 140,000 people each year, with free and subsidised tickets available to those least able to afford it. 15,000 people engage with the Oxford Playhouse outreach programme each year, with a particular focus on schools, disadvantaged communities, children and young people. In 2012, Oxford Playhouse launched a digital poetry walk, which is enjoying great success amongst locals and visitors, and The Four Minute Mile, a participatory piece of theatre on the running track in East Oxford, which played to 1,000 people. Playhouse Plays Out continued to provide off-site events across the county while the Playhouse Tent toured to Oxford locations including East Oxford and Blackbird Leys, with free performances and activity aimed at families with little or no cultural engagement.

The City Council also continues to work in productive partnership with Oxford Inspires, Oxfordshire's cultural development agency. Together, we are working to build on the momentum and planning initiated by the UNESCO World Book Capital bid to make 2014 a flagship year for culture in the city. Oxford Inspires delivers the Arts & Events in Oxfordshire brochure which benefits residents and tourists alike.

Our successful annual festival Dancin' Oxford continues to receive enthusiastic support from the citizens of Oxford and has just received over £55k in grant support from Arts Council England. Get Moving! – a dance project for the over-50's in Oxford has proved to be very popular. In partnership with the Poetry Centre from Oxford Brookes University, the City Council has appointed Oxford's first City Poet, Kate Clanchy. Kate is aiming to visit all schools across the city and to establish partnerships and projects with community groups.

Large scale outdoor and site specific events play an important role in building cohesion and celebrating life in our city. Around 20,000 people attended this year's successful May Morning celebration, organised for the first time by the City Council. Christmas Light Night – where the City Council, Oxford Inspires and other cultural organisations from across the city work together to organise a celebration of the festive season - has become so popular that last year's main outdoor celebrations were relocated from Broad Street to St. Giles. Around 29,000 people attended events across the city. The Olympic Torch relay and Tree of Light event, which took place on July 9th 2012, gave people across the city the opportunity to savour the Olympic spirit. The 2012 Jubilee celebrations provided an excellent opportunity for people to organise street parties and other neighbourhood events. The Lord Mayor hosted a Jubilee street party involving representatives from the city's different faith and ethnic communities to celebrate his inauguration.

Funding

Oxford City Council believes that it is important to continue to subsidise the cultural sector. Subsidy helps to encourage innovation and new initiatives at the grass-roots level and to ensure that engagement with and participation in cultural activities is available to everyone, not just the wealthy.

Oxford City Council core-funded 9 organisations in 09/10 and 10/11 at a total cost of £326,430 each year. As a result, these organisations have attracted leverage of £3.4m (09/10) and £3.6m (10/11) from external Trusts, national funding bodies and other regional funds. 2011/12 results are currently being collated.

Art projects/activities funded through Oxford City Council's open bidding, small grants and area committees in 2009/10 totalled £12,900. In 2010/11 the total was £36,858. Oxford City Council also allocated £10,000 to arts projects in 2009/10 and £5,000 in 10/11 aimed at supporting emerging talent and individual artists.

In the past two years, the Government has cut funding to the cultural sector, despite highlighting its ability to deliver economic and social benefits and the ability of artists to engage and inspire. Indeed, ministers speak enthusiastically about the positive social role that culture and the arts can play (and have played in their own lives). In spite of this, the Government has significantly reduced public subsidy. At the same time, the Government is promoting philanthropy on the American model, through the introduction of schemes such as the Arts Council England's Catalyst endowments, fundraising and capacity building fund. The major London institutions are enjoying a revival of philanthropic interest through the staging of blockbuster exhibitions such as Da Vinci and David Hockney. However, the amount of private giving for less high-profile activity has significantly reduced in the past 12 months. Despite this current context of reduced national subsidy for culture, the City Council remains committed to funding arts and cultural organisations in Oxford, as well as supporting them to diversify their income streams and enhance their sustainability.

In Oxford, three members of the Cultural Action Group have been awarded a total of £548,793 through Arts Council England's Catalyst capacity building and match funding strand; Pegasus Theatre, Oxford Playhouse and Modern Art Oxford. This will support fundraising towards extended artistic outcomes and improved resilience for these organisations from 2012 to 2016. City Council support enabled these organisations to leverage in this additional funding, which will in turn contribute to their future sustainability. The City Council will work with the Cultural Action Group and Arts Council England to share best practice in developing philanthropy with arts and cultural organisations. This is not to be considered as a substitute for public funding, which remains essential for the arts and culture to be world-class and available to all.

Clearly, continuing reductions to local government funding will impact on our overall ability to fund culture and any other services.

Building a world class culture offer for everyone

For many people who live in and visit our city, Oxford is very obviously a place of global cultural interest. Oxford is one of the most photographed, filmed, and written about cities in the world. The enduring images are of historic Oxford, where much of the city's heritage environment and many of its cultural attractions directly reflect the influence that the University of Oxford has had on the development of the city. These images are vital to our flourishing tourist industry because it is historic Oxford that over nine million tourists visit every year.

Historic Oxford is, however, only one part of our city's story. Contemporary Oxford is a densely packed urban space, with a population of around 150,000 living in an area of only 17.6 square miles. There are very high levels of housing density. There are severe pressures on housing stock, with large concentrations of homes in multiple occupation and significant numbers of homeless and other vulnerable groups. Some areas of the city suffer multiple levels of deprivation—low skills, low incomes, and poor housing.

The City Council encourages excellence across all areas of cultural activity in our city. We also believe that culture and the arts can be key drivers of regeneration, with the potential to build community cohesion by encouraging different community groups to enjoy and share their different traditions. Our aim - working with our partners in the cultural sector - is to increase access for all our communities to good quality cultural opportunities and events, at affordable prices, in a range of venues and locations.

Delivering our priorities for culture and the arts

The City Council has three key priorities for culture:

1. Lead a partnership-based approach to sustaining, developing and improving the cultural life of the city.
2. Improve opportunities for young people to access and actively participate in high quality cultural activities.
3. Improve opportunities for the diverse range of communities and faith groups in the city actively to participate in high quality cultural activities that reflect their own identities and can be shared with the whole community.

Underpinning each of these priorities is a commitment to explore the barriers to participation in cultural activities confronted by different sectors of the community and find ways of removing them.

1. Working in partnership

Oxford City Council directly delivers some services, for example the Museum of Oxford, Town Hall, and events. We also help develop and sustain our cultural sector through the provision of £250,000 in grant support and by supporting cultural partnerships. The City Council will continue to invest in culture through grants and match funding for new initiatives that support corporate objectives.

However, partnership and collaboration are essential if we are to reap the full benefit from the cultural opportunities offered by the city and the City Council is committed to retaining a partnership model for delivery of culture. Working together increases opportunities, reduced duplication, and maximises funding potential.

This has been demonstrated through the activities of Oxford Inspires. An initiative born out of the European Capital for Culture bid in 2000, Oxford Inspires has provided a unique model of partnership for cultural development, involving the City and County Councils and the two universities.

The City Council's Culture team will work closely with Oxfordshire County Council to identify collaborative opportunities for arts and culture to contribute towards priorities in strategies including the Children and Young People's

Plan 2010-2013, Health and Wellbeing Strategy 2012-16, and the Libraries Strategy 2008-2018. We will also co-ordinate with other City Council departments to overcome practical barriers to delivering arts and cultural activity and to embed arts and cultural activity and infrastructure in the planning and delivery of the Council's Corporate Strategy. This work will focus on the following priorities:

- Strong and active communities
- Vibrant and sustainable economy

We work closely with key national agencies such as Arts Council England and we support the strategic aims of Achieving Great Art for Everyone. The Council regards Renaissance funded Oxford ASPIRE and the NPOs as major partners in developing culture in Oxford.

Oxford City Council is committed to working in partnership with the city's major stakeholders (the two Universities, County Council, Visit Oxfordshire, as well as the local Strategic Partnership and LEP) and across the sector, to create a collective vision for Oxford's cultural offer for its residents, artists, businesses and tourists. This will bring the city into line with its competitors as well as helping to deliver our vision of a world-class city for everyone.

Action Plan:

- Research new funding models for arts and culture in association with our core partners
- Explore new avenues to attract partners who offer high profile branding opportunities through philanthropy and sponsorship and strong interaction with the local community.
- Encourage volunteer schemes, apprenticeships and paid bursary/internship schemes.
- Commit to sustaining and growing the creative economy and encouraging more creative industries to move to the city, building on the recommendations in the Economic Impact of the Cultural and Creative Industries in Oxfordshire report, commissioned by Oxford Inspires in May 2010.
- Explore ways to increase the amount of cultural activity that is available to audiences digitally, working with partners including NPOs in the city and Oxford ASPIRE to achieve this.
- Identify and develop collaborative opportunities for arts and cultural organisations to deliver against City Council and County Council strategies, particularly in regards to education and libraries, health and social care, and strong and active communities.
- Work with Visit Oxfordshire and the County Council to maximise the role of culture in the city's and county's tourism offer.
- Support collaborative projects which enhance awareness of the diversity of Oxford's cultural tourism offer.
- Convene Culture Forums to share best practice and collaborative working opportunities for arts and cultural organisations, the thriving amateur sector, student companies, and individual artists on specific topics of shared interest, for example models of philanthropy for small

scale arts organisations, marketing, audience development, enhancing digital skills and engagement.

- Identify locally-focused projects which academic departments at the two universities can support and work collaboratively to deliver them.
- Work with the City Council Planning department to embed cultural infrastructure and activity in physical regeneration schemes. For example, if the Community Infrastructure Levy is adopted by 2014 deadline, we will identify and co-ordinate opportunities for cultural infrastructure projects, and advocate for cultural infrastructure to be included in Regulation 123 list and in future development plans.

2. Improving opportunities for young people

As part of its commitment to building a world class city for everyone, Oxford City Council aims to reduce the extent of inequality and to improve the lives of the most vulnerable members of our society. We particularly want to improve outcomes for young people.

This is important for our young people in Oxford, where there are major inequalities in life opportunities. Relative to the rest of Oxfordshire, Oxford has high levels of deprivation. The Indices of Deprivation 2010 place Oxford in the top half of the most deprived Local Authorities in England. The Index of Multiple Deprivation 2010 ranks Oxford 131st out of 354, placing it in the top half most deprived local authority areas in England. Of 85 areas in Oxford, 12 are among the 20% most deprived areas in England, with one area in Northfield Brook ward among the 10% most deprived. Around 23% of Oxford's under-16s live in low-income households and child poverty is a key concern in eight neighbourhoods which feature among the 10% worst affected in England.

Attainment levels of pupils in Oxford's state schools are much lower than the national average. In 2009/10 only 67% of Oxford pupils gained five or more A* to C grade GCSEs, compared to a 76% national average. This was the fifteenth worst result of any local authority area in England. Pupils living in deprived areas have particularly poor results. In the same year 46% of Oxford children achieved the benchmark of five or more A* to C grades at GCSE. This was below the national average of 55%. Improving educational attainment and access to cultural education and experiences are integrally related and are key priorities for the City Council.

Engagement with culture from an early age can develop technical skills, discipline, and the confidence necessary for future success. It can offer opportunities for young people to share their experiences with others, helping to build social cohesion. Exposure to a full range of cultural provision can also expand young people's horizons and generate a sense of ambition. In addition, the cultural and creative industries represent a significant percentage of the jobs market in the UK and can provide employment for talented young people.

The City Council has allocated £350,000 annually over the next four years so that we can play our role in improving educational attainment in the city,

particularly in the more deprived neighbourhoods. Access to quality cultural experiences and exposure to the practical skills that the arts require play a key role in high performing educational environments and this will also be the case in Oxford.

Action Plan:

- Champion the implementation of recommendations in the Henley Review of Cultural Education in England and work with Arts Council England's regional 'bridge' organisation, Artswork, to pilot projects which address these recommendations.
- Work with schools, widening participation teams at the two universities, Artswork and the cultural sector to support and commission activities to fill gaps and enhance existing cultural provision for young people, including through digital engagement.
- Work with Artswork and Arts Council England NPOs to encourage the take-up of Arts Award (both primary and secondary) by young people in the city and support schools wishing to become Artsmark accredited.
- Provide the opportunities for young people to engage in cultural planning and programme delivery.
- Explore the barriers to participation in cultural activities confronted by young people and find ways of removing them.
- Improve information for young people about where and how to access culture.
- Encourage take-up of creative apprenticeships.
- Support and develop collaborative initiatives to improve skills and attainment amongst young people.

3. Encouraging diversity and inclusion

The City Council is committed to supporting cultural representation and engagement opportunities for all of Oxford's communities, ensuring inclusion of all age, gender, sexuality, race, ethnicity, faith, physical ability and class groups. Diversity is one of our city's strengths and social inclusion and community cohesion are key goals for the city and the Council. This diversity is not currently reflected in much of the city's cultural offer. For example, while Christmas Light Night has become a highlight in the annual events calendar, there are no public celebrations of significant events from different faith groups.

In marked contrast to other parts of the county, Oxford is ethnically and culturally diverse, with the third highest minority ethnic population in the south east. In 2009, 19.6% of the population were from black and minority ethnic backgrounds, compared with an England average of 12.5%. The largest non-white ethnic groups represented are Indian, Pakistani and Black African. In Oxford nearly half of births (47%) in 2010 were to non UK-born mothers, compared to a national and county average of 26%.

Oxford's population is constantly changing. People come to Oxford to live, to study and to work, coming from both within the UK and from other countries. There are over 30,000 students studying full-time at the two universities, and there is significant annual turnover in their number. Around

6,000 people arrive from overseas to live in Oxford each year, about half of these being students and a quarter migrant workers. A consequence of this is that one in five of our residents were born outside the UK – the most common countries of birth being Ireland, USA, Germany, Pakistan and India. Around 4,000 international migrants living in Oxford apply for national insurance numbers every year, usually in order to pay tax on their income. These migrant workers most commonly originate from the USA, Poland, India and Italy.

Action Plan:

- Work with people from Oxford's diverse communities to explore and remove barriers to participation and enable access to quality arts provision for local communities, particularly amongst people who are currently excluded.
- Support activities and events that embrace diversity and celebrate different cultures.
- Work in partnership with the cultural sector to identify gaps in arts provision and support activity which addresses these gaps.
- Work with NPOs and Oxford ASPIRE to develop a detailed understanding of current audiences in order to better identify gaps in engagement and take a joint approach to audience development.
- Support audience development schemes aimed at increasing diverse audiences.
- Support and develop collaborative initiatives to improve creative skills, and provide mentoring and professional development opportunities for all communities, including particularly marginalised or vulnerable groups.
- Support arts and cultural organisations to embed diversity into their work and management, for example through building on the recommendations of Arts Council England's report, The Role of Diversity in Building Adaptive Resilience.

Conclusion

Oxford City Council and its partners believe that culture and the arts play a profound role in shaping people's experiences and attitudes. We believe that access to high quality cultural experiences across a wide range of forms is the right of all our citizens. We believe that the proposals in this strategy will contribute to ensuring that these opportunities are open to all our citizens and not just the few.

Initial Equalities Impact Assessment Screening

1. Which group (s) of people has been identified as being disadvantaged by your proposals? What are the equality impacts?

Culture Strategy and Action Plan

Statistics are available from the DCMS and the arts Council that indicate that there are some gaps in terms of under represented groups accessing the arts.

Recognising that the national and local climate of funding cuts across the arts sector represents a significant challenge, the Council proposes to act as a leader and facilitator to enable, develop, promote and celebrate cultural diversity.

The core aims of the strategy are the development of effective working partnerships to:

- Increase the access of local residents, particularly those most excluded (living in the OX1 to OX4 postcodes) to high quality cultural experiences.
- Increase participation of excluded and vulnerable groups, such as young people, older people, different faiths and cultural groups, and people who are lesbian, gay, bisexual and transgender
- To improve skills and opportunities for marginalised groups.

Suggestions from the consultation included requests for more focus on diversity and how the strategy will be implemented with the widest range of communities and groups, including young people, older people, students and lesbian, gay bisexual and transgender. In response the strategy has been strengthened to reflect these comments.

2. In brief, what changes are you planning to make to your current or proposed new or changed policy, strategy, procedure, project or service to minimise or eliminate the adverse equality impacts?

Please provide further details of the proposed actions, timetable for making the changes and the person(s) responsible for making the changes on the resultant action plan

The strategy will support the arts sector to remove current barriers to accessing a range of arts and cultural experiences. These barriers primarily revolve around socio economic (cost/ price) and social factors, e.g. possible historic perceptions of elitism and social distance from higher art forms or

events.

It is difficult to anticipate any adverse impacts as the rationale behind the strategy is to increase access and remove barriers to involvement in arts activities/ events.

The Culture Strategy includes the following actions:

- Work with community leaders to explore and remove barriers to participation and enable access to quality arts provision for local communities, particularly amongst people who are most excluded.
- Support activities and events that embrace diversity and celebrate different cultures.
- To work with partners in the cultural sector to develop a detailed understanding of current audiences in order to better identify gaps in engagement and to take a joint approach to audience development.
- Support audience development schemes aimed at increasing diverse audiences
- To improve skills and provide mentoring and professional development opportunities for particularly marginalised groups and vulnerable communities.
- Support cultural organisations to embed diversity into their work and management.

3. Please provide details of whom you will consult on the proposed changes and if you do not plan to consult, please provide the rationale behind that decision.

Please note that you are required to involve disabled people in decisions that impact on them

Invitations to join the consultation on the draft strategy were sent to over 500 Oxford based cultural, educational, health and community organisations, who were encouraged to share it with their members.

The draft strategy and consultation questions were live on the consultation portal from 11th April to 11th June (just over 8 weeks).

The consultation process generated response from a wide range of cultural bodies, faith groups and community groups within the city.

A summary of the consultation process and responses are provided in Annexe 2 of the Executive Board Report.

4. Can the adverse impacts you identified during the initial screening be justified without making any adjustments to the existing or new policy, strategy, procedure, project or service?

Please set out the basis on which you justify making no adjustments

It is difficult to anticipate any adverse impacts as the rationale behind the strategy is to increase access and remove barriers to involvement in arts activities/ events.

5. You are legally required to monitor and review the proposed changes after implementation to check they work as planned and to screen for unexpected equality impacts.

Please provide details of how you will monitor/evaluate or review your proposals and when the review will take place.

The delivery framework, including a detailed annual work schedule and KPIs to measure success, will be completed in October 2012.

Targets to improve access will be developed and benchmarked against achievements to date in the previous strategy, including targets about increasing engagement from target groups and communities.

The Culture Strategy will be reviewed on an annual basis.

Lead officer responsible for signing off the EqIA: Jarleth Brine

Role: Equalities Officer

Date:

Annex 4

Risk Assessment

Nominations to Outside Organisations

Risk Score **Impact Score:** 1=insignificant; 2=Minor; 3=Moderate; 4=Major; 5=Catastrophic **Probability Score:** 1=Rare; 2=Unlikely; 3=Possible; 4=Likely; 5=Almost Certain

No.	Risk Description Link to Corporate Objectives	Gross Risk		Cause of Risk	Mitigation	Net Risk		Further Management of Risk: Transfer/Accept/Reduce/Avoid		Monitoring Effectiveness				Current Risk	
		I	P			I	P	Action Owner:	Outcome required:	Q1	Q2	Q3	Q4	I	P
1.	Change in Central Government and national and regional policy direction	3	4	Central Government policy changes	Mitigating Control: Keep up to date and monitor potential changes and the impact on the Oxford Strategy	2	2	Action Owner: Cultural Development Manager	Outcome required: Delivery of the Culture Strategy					2	2
2	Change in Local Government	3	2	Elections	Mitigating Control: To work closely with all members and Groups	3	2	Action Owner: Cultural Development Manager	Outcome required: Delivery of the Culture Strategy					2	2
3.	Lack of resources to deliver the strategy	3	4	Staff member leaving	Mitigating Control: Appoint new staff	3	2	Action Owner: Democratic Services Manager	Outcome required: Delivery of the Culture Strategy					3	2
3	Full Council / Executive Board not approving the document	2	4	Lack of communication with members.	Mitigating Control: Continued liaison with key members. Document is properly prepared, consulted upon and supported by a good evidence base.	2	2	Action Owner: Democratic Services Manager	Outcome required: Strategy agreed					2	2

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To: City Executive Board

Date: 12 September 2012 **Item No:**

Report of: Head of Corporate Assets

Title of Report: ASSET MANAGEMENT PLAN 2011-14 – CONSULTATION
OUTCOME

Summary and Recommendations

Purpose of report: To obtain approval by CEB for the adoption of the Asset Management Plan 2011-14, following the release of the Consultation Draft which closed on the 31 July 2012.

Key decision: Yes

Executive lead member: Councillor Ed Turner

Report approved by: David Edwards

Finance: Nigel Kennedy

Legal: Lindsay Kane

Policy Framework: Linked to all Corporate Priorities

Recommendation(s): The Member is asked to:

1. Approve the Asset Management Plan 2011-14 for adoption by Council.

Asset Management Plan 2011-14 – Consultation Draft

- 1.1 The new Asset Management Plan (AMP), when adopted will supersede the existing plan, which was approved by the Council in January 2010.
- 1.2 The main purpose of this plan is to set out the Council's objectives, priorities, programme and performance for its land and buildings. It also:
 - provides a clear statement of direction for other external stakeholders;
 - identifies to the public the way the Council will deal with its land and buildings in the short and medium term.
- 1.3 The Consultation Draft of the AMP has been released through the e-consult platform on the Council website, in addition it has been sent to Executive Officers, Heads of Service, together with external partners including the County Council, PCT, Police, NHS, and Oxford Universities/Colleges. There have been no substantive comments received from any of the consultees, therefore it is not proposed that any material changes are made to the plan prior to adoption.
- 1.4 The draft version of the AMP 2011-14 has been examined by Value and Performance Scrutiny Committee (VAPSC) and their comments have been considered and incorporated into the Consultation Draft where these are consistent with the document and the purpose thereof.

Legal implications

- 2.1 There are no direct legal implications arising out of this report at the present time.

Financial Implications;

- 3.1 The Financial Implications of the Asset Management Plan have been included in the Councils Capital Programme and Housing Business Plan. For next financial year , 2012/13 the capital programme is in the order of £25million and for future years, this will rise substantially to include new build housing, financed from HRA revenue resources released from the new Self Financing regime.

Environmental implications

- 4.1 The AMP reiterates the Council's policies on environmental matters and relates them specifically to property.

Equalities impact

- 5.1 Each project in the action plan of the AMP will specifically address equality issues. Consideration of the need for Impact Assessment will be made at the appropriate time.
- 5.2 The AMP has policy guidelines on equalities generally as far as they impact on property.

Risks

10. Not having an up to date AMP will impact on the Council's ability to effectively manage its property assets as a Corporate Resources
11. A detailed Risk Register has now been incorporated within the AMP which is appended to this report.

Appendices;

1. Asset Management Plan 2011-14
2. Appendices

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Asset Management Plan 2011-2014

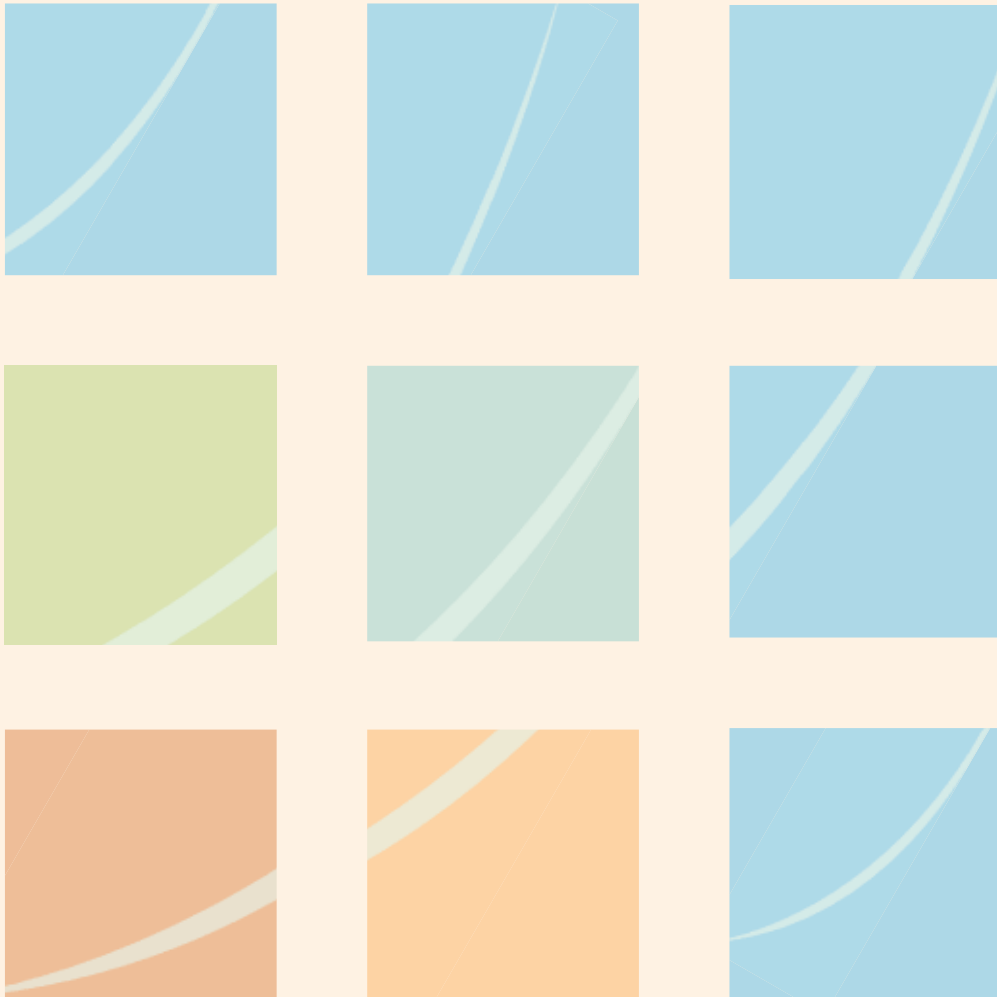


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Oxford City Council Consultation Document

Asset Management Plan **2011–2014**

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Investing in our
Property Portfolio

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Foreword

Oxford City Council has had significant success in implementing the strategy outlined in the existing Asset Management Plan adopted in 2010. Notable achievements include:

- the reduction in city centre office occupancy by 43%
- the establishment of a fully funded Joint Venture vehicle to deliver housing at Barton
- the completion of the Old Fire Station development.

In addition, we have preserved and enhanced income from investment property and have maintained strong capital receipts momentum in difficult property and financial market conditions.

The Council understands the positive role that active asset management has on the built environment and the Council's ability to deliver first-class front-line services, and therefore we would like to build on the success of the existing plan.

Our new Asset Management Plan is for the period 2011-2014 and outlines the detail of a strategy which underpins the Council's corporate objectives and our aims to

- deliver better and more efficient use of our property and improvements in its condition
- bring forward major regeneration and housing schemes
- deliver improvements to our capital values, income stream and levels of return

Key measures of success will include commencement of delivery of the Barton housing scheme, promotion of the Westgate retail redevelopment and delivery of 112 affordable homes.

Steve Sprason
Head of Corporate Property



Introduction

This is the Oxford City Council's Asset Management Plan which supersedes the previous version, which was adopted by the Council in January 2010.

The plan covers all the Council's interests in land and buildings, and unlike previous versions, it includes the Housing Revenue Account properties (council social housing and related land and buildings) as well as General Fund properties (all other council land and buildings). The main purpose of this plan is to set out the Council's objectives, priorities, programme and performance for its land and buildings. It also:

- provides a clear statement of direction for other external stakeholders
- identifies to the public the way the Council will deal with its land and buildings in the short and medium term.

The Asset Management Plan is one of the Council's principal policy and performance documents which support the delivery of the Corporate Plan

The Asset Management Plan is arranged as follows:

Section 1 Review of previous Asset Management Plan 2009

Section 2 Portfolio Objectives and Overview: defines the Council's strategic objectives for property-asset ownership and management

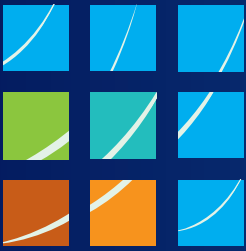
Section 3 Performance Objectives: defines quantitative and qualitative measures, and targets to specify when these objectives are met.

Section 4 Asset Strategy: defines the strategy, policy and future actions on individual asset classes.

Section 5 Organisational and Governance Structure: this explains how we are going to deliver the strategy.

Section 6 Capital Programme: provides financial information on the allocation of capital across the Council within the four-year time horizon of the Asset Management Plan.

Section 7 Planned Maintenance Programme: provides detail on the rationale and proposals for investment in the assets to improve their performance.



The relationship of the Asset Management Plan to the other strategies and the Corporate Plan that informs it

Appendices

Appendix 1 Performance Measurement General Fund and Housing Revenue Account:

this will be updated annually and will report performance of the property portfolio and management thereof.

Appendix 2 Action Plan 2011 to 2015: This will also be updated annually and will take account of changes to strategic priorities, or measures required to improve the performance of the portfolio, within the AMP period between 2011 and 2014.

Appendix 3 Asset Management Protocols: this will effectively be a series of procedure notes or policies as to how the portfolio will be managed. Any amendments to operating procedures will be made in this document as they occur within the AMP period.

Appendix 4 Risk Register: this will highlight risk and specify mitigation and risk control. This will also be updated annually in line with all appendices.



Section 1

1 Review of 2009 Asset Management Plan

1.1 What we said we would do

The previous 2009 Asset Management Plan (AMP) set out a number of key actions and milestones projecting forward from 2009/14. Our progress against these goals may be viewed below:

By the end of 2009/10

Target milestones set, 2009 AMP	Progress against target at Dec 2011
To have reduced our occupied office accommodation floor space by 10% from 2008/09 levels.	Vacation and demolition of Northway offices produced 12% savings in office accommodation by Dec 2009.
To have maintained income from investment properties at 2008/9 levels.	The income from investment properties in 2008/09 was £6.18m. Stripping out the effects of IFRS accounting (and changes associated with accounting for finance leases) the forecast income for the financial year 2011/12 is £6.3m.
To have completed the Property and Facilities Management Service reorganisation and recruited vacant posts.	Completed June 2009.
To have a proper system of corporate asset management in place and be managing property corporately.	Corporate Asset Management and Capital Board with agreed terms of reference set up February 2010. The committee continues to meet monthly to oversee asset management, operational property, capital planning and allocation.
To have implemented a new system of financial accounting for property.	Completed in part. Migration from Atrium system for repairs onto Uniform common platform enabling reconciliation between income and costs.
To have a clear property strategy for Blackbird Leys, cemeteries, council offices investment.	Blackbird Leys strategy – ongoing. Cemeteries – Update report presented to City Executive Board December 2011, further tests underway at the preferred site. Offices – Offices For The Future strategy agreed July 2010. Completion set for February 2012.



Investing in our Property Portfolio

By the end of 2010/11

Target milestones set, 2009 AMP

Progress against target at Dec 2011

Property, off-street car parks.

Ongoing

To have achieved a General Fund capital receipts target of £2m.

General Fund capital receipts:

- £2.51m 2009/10
- £1.54m 2010/11

Total: £4.05m over the two year period.

To have decided on all the property aspects of Customer Services shops.

New Customer Service Outlet completed Sept 2011.

Review of Templar Square Customer Services Centre underway November 2011.

To have a clear property strategy for Northway.

Conditional terms agreed on the redevelopment for housing and re-provision of a new purpose-built community centre.

To have a clear strategy for new affordable housing on housing estates.

Housing Revenue Account 30-year Business Plan to be presented to City Executive Board February 2012. Affordable Homes Programme to deliver up to 112 new homes forming part of the Business Plan.

By the end of 2013/14

Target milestones set, 2009 AMP

Progress against target at Dec 2011

To have decreased the maintenance backlog year on year from 2008/2009 levels

£7m Planned Preventative Maintenance programme agreed between 2011–2015:

- Northway demolition removed £70,000 from back log;
- Offices For The Future programme removed £1m from Maintenance back log;
- Leisure substantive works have removed £2m from backlog

To have increased our income from investment properties by 2.5% in real terms compared to 2008/9 levels.

It is projected that at 2011/12 year end the income from investment properties will have increased by 1.8% in absolute terms. This is in the context of difficult trading conditions in the retail/leisure sector towards which the portfolio is heavily weighted.

To have reduced our occupied office accommodation floor space by 20% from 2008/09 levels.

On target for 43% reduction in city centre operational office accommodation by Feb 2012 due to the Office For The Future programme.

To have supported the advancement of the Oxpens redevelopment area with a view to commencing development in, say, 2015/16; to have concluded whether the Council's offices will, in due course, relocate there; and, to have determined whether this will be on the basis of shared space with our Partners.

The Offices For The Future strategy was to reduce city centre office buildings from four to two, retaining St Aldate's Chambers as the main office building in addition to the Town Hall.

The progress of Oxpens development has not advanced due to the economic climate, however we continue to engage with key stakeholders and will consider utilising our land holdings in this area for the purpose of regeneration at the appropriate time.



Section 1

By the end of 2013/14 (continued)

Target milestones set, 2009 AMP

To have appropriate community centres fit for purpose and in good condition.

To have leisure centres fit for purpose and in good condition, both by improvement and rationalisation.

To have brought forward land at Barton (adjacent to the ring road) for housing development and if possible to implementation.

To have explored the possibilities for additional housing provision at South Oxford Urban Extension and taken them as far as possible, and if feasible, to the implementation stage (some of this is outside the Council's direct control).

To have decreased the carbon footprint for the Council's operational buildings from 2008/9 levels.

Progress against target at Dec 2011

Significant progress has been made in the redevelopment of Northway and Cowley community centres. An overarching strategy for remaining community centres is emerging and will be documented in the refreshed Asset Management Plan.

Partnership with Fusion is progressing well. The substantive repair programme has now had a visible impact on the quality of the leisure-centre offering. A second phase of improvements will be undertaken in 2012.

Joint Venture partner selected and Limited Liability Partnership incorporated as a delivery vehicle for development of the site over a five year period.

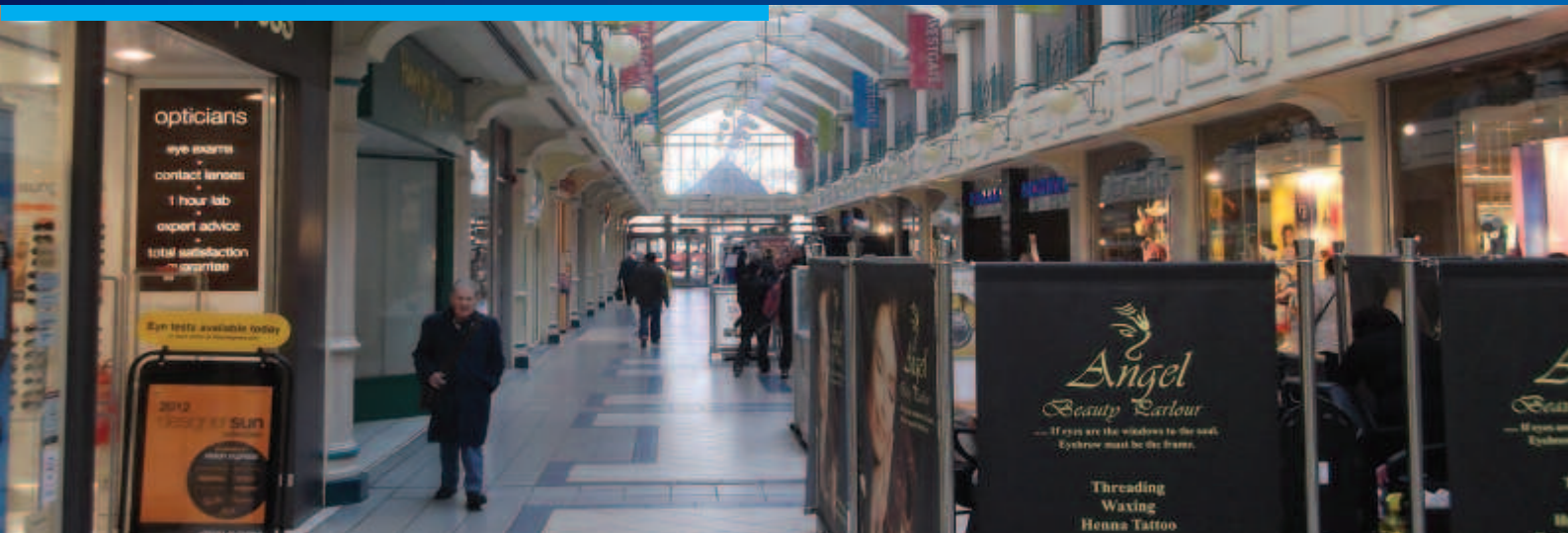
On hold due to changes in planning legislation.

On target for 28% reduction in carbon footprint by March 2012. This is as a result of technological investment, smart-metering and exit of operational buildings.

1.2 Further achievements

Further achievements across General Fund and Housing Revenue Account portfolios include the following:

- A favourable Report has been received from the Audit Commission on the Council's Property Asset Management in April 2010, showing significant improvement over the previous two years
- Major refurbishment of the Old Fire Station is now complete, which will provide community and cultural facilities
- A major programme of improvements to childrens' play spaces is almost complete
- Decent Homes Standard has been achieved across the portfolio at 31/12/2010
- Decommissioned sheltered schemes are being demolished and replaced in the programme (e.g. Alice Smith House) or have been redeveloped (e.g. Cardinal House and Lambourne Road)
- Redevelopment of defective 'Orlit' houses on Rose Hill is progressing and will be complete by end of 2011/12
- Participation in benchmarking is ongoing for housing services using House Mark for landlord services and Housing Quality Network for strategic housing services.



Section 2

2 Portfolio Objectives and Overview

2.1 Asset Management Objectives

The strategic objectives for our General Fund and Housing Revenue Account assets are as follows:

Objective 1 We want all of our property (General Fund and Housing Revenue Account) to support our corporate objectives in regeneration, housing, environmental, community and customer services

Objective 2 We want all of our property (General Fund and Housing Revenue Account) to be well-managed and efficient with, as appropriate, efficient running costs, efficient income generation and recovery and optimal utilisation, with value for money provided by our property services

Objective 3 In our Housing Revenue Account properties, we want to improve the quality of our dwellings, to add to our housing stock and improve the quality of life on our estates

Objective 4 Within the next three years we only want to own and/or occupy the minimum amount of operational property that is needed to fulfil the objectives of the services we provide and the corporate plan

Objective 5 We want our General Fund investment property to make the greatest possible financial contribution to the Council within the context of the Council's wider corporate plan and policies, good

estates management and good investment management, thereby protecting and, where possible, enhancing asset value

Objective 6 We shall work in partnership with other service providers/landowners where appropriate.

2.2 Portfolio Overview

The Council's assets are held in two portfolios: a General Fund and a Housing Revenue Account (HRA).

General Fund Overview

The portfolio comprises investment, commercial and community assets, totalling 659 assets by number and circa £193m by value as at 31 March 2011.

The main changes to the portfolio are as follows:

- In the year 2009/10 the number of assets has been reduced by five through disposals, and in 2010/11 by four through disposals, with no acquisitions in the period.
- Investment Property rental income has remained broadly static between the period 2009–2011.
- Notwithstanding disposals of £4.05m between 2009 and 2011, the overall capital value of the estate has increased by circa £23m, reflecting increases in market values.



Section 2

General fund assets value and income 2009–2011

	2009–2010		2010–2011	
	Value at 31.3.10	Rental income	Value at 31.3.11	Rental income
Investment assets	£78,670,000	£6,230,000	£89,430,000	£6,200,000
Other land and buildings (including operational assets (offices and depots))	£87,430,000	£334,000	£91,750,000	£397,000
Community assets	£92,000	0	£157,000	0
Infrastructure assets	£207,000	0	£207,000	0
Assets under construction	0	0	£899,000	0
Assets held for sale	£965,000	0	£8,350,000	0
Surplus assets	£2,250,000	0	£2,200,000	0
Total	£169,610,000	£6,560,000	£192,990,000	£6,590,000

Condition

All operational assets* are ranked in terms of condition and suitability for the purpose of strategic portfolio planning, and are categorised as follows:

Operational assets ranked by condition

Designation	Definition	Assets by floor area (m ²)	No. of Assets
A. Good	<p>Properties that will be required in the foreseeable future, which meet current and future defined requirements well and at acceptable cost.</p> <p>In these properties, over time, the Council will endeavour to:</p> <ul style="list-style-type: none"> ■ significantly reduce any maintenance backlog (and if possible eradicate it) ■ invest in effective planned maintenance and in making improvements. 	18,223	20
B. Satisfactory	<p>Properties that meet current and future defined requirements but where the costs are likely to be unacceptably high for long-term retention. These properties will be retained unless and until a better alternative is available.</p> <p>In these properties, over time, the Council will endeavour to:</p> <ul style="list-style-type: none"> ■ reduce any maintenance backlog, as appropriate ■ invest in effective planned maintenance. 	32,670	49
C. Poor	<p>Properties that do not meet future defined requirements but where the costs are acceptable for short-term retention. These may either be retained or moved to the 'surplus' category.</p> <p>In these properties, the Council will:</p> <ul style="list-style-type: none"> ■ maintain at minimum maintenance levels (i.e. health and safety/watertight/legislative/contractual requirements) 	31,955	21

* Excludes Car Parks, and Depots previously the responsibility of the Service area – these properties are being brought into the scope of Corporate Property and will be reported on in the annual performance management from 2012/13 onwards.



Operational assets ranked by condition (continued)

Designation	Definition	Assets by floor area m ²	No. of Assets
D. Bad	<p>Properties that will not be required in the future.</p> <p>If these properties are temporarily occupied, the Council will:</p> <ul style="list-style-type: none"> maintain at minimum maintenance levels (i.e. H&S / Watertight / Legislative / Contractual requirements) but only consistent with their expected occupied life. <p>When these properties are vacated, the Council will:</p> <ul style="list-style-type: none"> keep them secure and undertake minimum work on them to meet legal requirements and to preserve their value, if appropriate. 	0	0

This enables capital and revenue expenditure to be profiled and allocated accordingly. The Council's target is to achieve 50% in category A & B by December 2013. Performance against this aim will be measured annually and reported.

Housing Revenue Account (HRA)

Overview

The portfolio comprises the Council's social housing together with shops, garages and other associated assets. The total portfolio value (based on Existing Use Value) was £466m at 31 March 2011. The main changes to the portfolio are as follows:

- new housing stock has come into the portfolio due to developments at Cardinal Place (53 homes) and Lambourne Road (38 homes),

however this is offset by the closure of Eastern House (15 homes) and Alice Smith House (20 homes).

- housing income has increased in line with the rent convergence formula.
- income from estate shops has decreased by 10% following lease expiries and tenant defaults, which has been somewhat mitigated by the positive effects of rent reviews and lease renewals.

Housing Revenue Account fund assets value and income 2009–2011

	2009–2010		2010–2011	
	Value at 31.3.10	Rental income	Value at 31.3.11	Rental income
Housing stock (dwellings)	£556,260,000	£32,600,000	£466,000,000*	£34,350,000
Housing stock (hostels)	£2,040,000	£39,000	£2,040,000	£39,000
Estate shops	£4,230,000	£508,000	£4,250,000	£455,000
Miscellaneous	£5,260,000	£108,000	£2,960,000	£108,000
Garages and parking spaces	£8,860,000	£871,000	£10,220,000	£930,000
Total	£576,650,000	£34,126,000	£485,470,000	£35,882,000

* this reduction in value is largely attributed to the social housing discount factor published by Department of Communities and Local Government being reduced to 32% of market value ie 68% discount compared to the previous discount factor of 45% of market value i.e. 55% discount



Section 3

3 Performance Objectives

3.1 Asset Management Objectives

The six primary objectives set out in 2.1 for General Fund and Housing Revenue Account will be met and measured as detailed on the following two tables.

General fund primary objectives

Objective	Measures	Target
Objective 1 We want all of our property to support our corporate objectives.	1. Reduction in office footprint by 2% (assuming post Offices for the Future baseline)	<ul style="list-style-type: none"> 2% reduction from 6243 m² by December 2012. Overall target of 10 m² per full time employee by March 2014.
	2. Effective Planned Preventative Maintenance programme on General Fund assets, leading to an improvement in condition as measured by Chartered Institute of Public Finance and Accountancy benchmark	<ul style="list-style-type: none"> 75% in category A and B within the life of this plan
	3. Reduction in carbon footprint in the portfolio against 2009 levels	<ul style="list-style-type: none"> 28% (2,800 tonnes) by March 2012
	4. Efficient fit for purpose Community Centre portfolio, leading to an improvement in condition as measured by Chartered Institute of Public Finance and Accountancy benchmark	<ul style="list-style-type: none"> 50% in category A and B by December 2013
	5. Use of assets to bring forward development/regeneration	<ul style="list-style-type: none"> 1 major development/regeneration under contract by Dec 2013



General fund primary objectives (continued)

Objective	Measures	Target
<p>Objective 2</p> <p>We want all of our property to be well managed and efficient.</p>	<ol style="list-style-type: none"> Performance to exceed benchmark for collection, arrears, voids, rent increases Performance measurement of internal property service function 	<ul style="list-style-type: none"> Budget 2011/12: £6.3m per annum Arrears (>21 days): <7.5% 2012/13 and <5% 2013/14 2.5% rental growth through the life of the Asset Management Plan 4% per annum rate of return Voids < 12 months at individual asset level Corporate property costs of managing investment portfolio not to exceed equivalent benchmarked costs
<p>Objective 4</p> <p>Within the next three years, we want our General Fund operational property to be 'lean', that is, we only want to own and or occupy the minimum amount of operational property that is needed to fulfil the objectives of the services we provide.</p>	<ol style="list-style-type: none"> Office occupancy ratios should be in line with Chartered Institute of Public Finance and Accountancy benchmark or better Depot footprint reduced Community centres should be modern and fit for purpose 	<ul style="list-style-type: none"> 10 m² per full time employee or less to be achieved during the life of this plan Reduction of 50% by number and up to 18% by size within the life of this plan Revenue costs for community centres not to exceed 2011/12 levels, due to pro-active management, effective planned maintenance regime and, where appropriate, Community Asset Transfer
<p>Objective 5</p> <p>We want General Fund investment property to make the greatest possible financial contribution to the Council within the context of good estates management and good investment management, thereby protecting and where possible, enhancing, asset value.</p>	<ol style="list-style-type: none"> Income maintained at 2008/09 levels or above. Capital value maintained at 2010/11 level or above. Minimum level of return 	<ul style="list-style-type: none"> £6.18m + £89.43m + 4% per annum
<p>Objective 6</p> <p>We want to maximise synergies by working in partnership with other service providers/ landowners where appropriate.</p>	<ol style="list-style-type: none"> Informal joint ventures or formal local asset back vehicles established with partners 	<ul style="list-style-type: none"> Westgate: exchange of conditional contracts Barton Joint Venture established Northway and Cowley: exchange of conditional contracts.



Section 3

Housing Revenue Account primary objectives		
Objective	Measures	Target
<p>Objective 1 We want all of our property to support our corporate objectives.</p>	<ol style="list-style-type: none"> 1. New build social and affordable housing at Barton, Northway and Cowley 2. Effective Planned Preventative Maintenance programme, improvement in condition of housing stock 	<ul style="list-style-type: none"> ■ Conditional contracts exchanged by December 2013 ■ Capital and Revenue delivered on budget ■ Volume of replacement elements undertaken ■ Split between planned and re-active works 60/40 respectively
<p>Objective 2 We want all of our property to be well managed and efficient.</p>	<ol style="list-style-type: none"> 1. Performance to exceed benchmark for collection, arrears, voids 2. Performance measurement of internal property service function 	<ul style="list-style-type: none"> ■ Rental Income: £35m per annum ■ Arrears: <2% ■ Voids: 21 days ■ Corporate property re-charge not to exceed equivalent benchmarked costs
<p>Objective 3 In HRA properties, we want to improve the quality of our dwellings, to add to our housing stock, and improve the quality of life on our estates.</p>	<ol style="list-style-type: none"> 1. Effective Planned Preventative Maintenance programme, leading to an improvement in condition of housing stock 2. Homes and Communities Agency Affordable Homes programme 	<ul style="list-style-type: none"> ■ Capital and revenue delivered on budget ■ Volume of replacement elements undertaken ■ Split between planned and re-active works 60/40 respectively ■ 112 affordable homes by 2015
<p>Objective 6 We want to maximise synergies by working in partnership with other service providers/landowners where appropriate.</p>	<ol style="list-style-type: none"> 1. Informal joint ventures or formal local asset back vehicles established with partners 	<ul style="list-style-type: none"> ■ Barton Joint Venture established ■ Northway and Cowley exchange of conditional contracts

3.2 Supplemental Policy Objectives

These may be additional specific objectives or priorities that may be applicable to land and building assets and should be fed into to overall asset management strategy. They are summarised below:

a. Carbon Management and Sustainability

As a general principle the Council will aim to manage its assets in order to minimise carbon emissions. Accordingly, the Council will utilise land and buildings

assets to help achieve the following Corporate targets:

- To implement measures to reduce the Council's carbon footprint by 28% (2,800 tonnes) by March 2012, compared to 2005/06, and 5% (300 tonnes) year on year thereafter
- To comply with all carbon and energy related legislation and reporting including Carbon Reduction Commitment Energy Efficiency Scheme, Display Energy Certificates, and use compliance to drive improvements in the way we use and manage resources



- To facilitate progress towards the Council-adopted 40% carbon reduction target for the City of Oxford as a whole, by 2020, compared to 05/06
- To implement, on a large scale, renewable technologies to generate electricity – such as photovoltaics – on our operational and domestic properties, taking advantage of the government fiscal instrument (Feed-In Tariff) for investment return and carbon reduction
- To implement appropriate renewable technologies to generate heat – such as biomass boilers – in our operational and domestic properties, taking advantage of the government fiscal instrument (Renewable Heat Incentive) for investment return and carbon reduction
- By 2020 to make Oxford a low-carbon city with a low-carbon economy
- Aim for all new buildings to be BREEAM ‘Excellent’ and where this is not possible they should be a minimum of ‘Very Good’.

b. Community Groups and Asset Transfer

The Council is supportive of the content the ‘Quirk Report’ (Department for Communities and Local Government 2007) and the government’s response ‘Opening the Transfer Window’ (Department for Communities and Local Government 2007), which sets out the principles of Community Asset Transfer. The Council considers that this will be mainly relevant to its Community Centres and Pavilions and therefore the strategy for these asset classes will have due regard to these principles.

c. Property Subsidisation

The Council is empowered, in certain circumstances, to grant interests in property at less than best consideration. However, this often disguises the actual costs of property in any particular project. From 2010/2011 onwards, the Council has moved to a system of charging full rental value in all cases. This will make the service costs of the Council’s property transparent. Any other arrangements will be by exception and subject to the Council’s express approval through its executive board.

d. Equalities

The Council has an Equalities Action Plan and it will ensure that all actions taken under the AMP support

this action plan. In the delivery of the projects we will ensure that Equality Impact Assessments are undertaken as necessary.

The Council will continue its work on access to public buildings Disability Discrimination Act. All of our buildings have now had accessibility surveys and have accessibility plans in place. Wherever appropriate the Council will also support equalities initiatives in property management and construction.

d. Heritage and Environment

The Council has significant land and building holdings in key parts of the city centre and elsewhere in the city. In some cases this property not only supports the Council in delivering its services or supporting its budgets but also, incidentally, it contributes to the historic and/or environmental fabric of the city. In managing and reviewing its property holdings the Council will be mindful of this, and where it considers that the historic or environmental fabric of the city may be prejudiced unless it continues its ownership, it will retain ownership.

3.3 Benchmarked Performance Measurement

The results of benchmarking the performance of the Council’s assets are fed into the overall strategy, with all actions that are required to improve the overall performance of the portfolios considered.

General Fund

The General Fund comprises the Council’s operational, community, commercial and investment assets. The performance measurement is assessed using Chartered Institute of Public Finance and Accountancy National Property Performance Management Initiative data (2008/9) for comparison. Because the Councils’ portfolio contains a diverse range of property types, comparisons between aggregate portfolio averages can only be a general guide. The Council aims to be in the top quartile of the National Average Benchmark. In summary, the Council’s current performance is as follows:

Above National Average Benchmark

- Higher proportion of assets in good/satisfactory repair
- Lower proportion of assets in urgent need of repair



Section 3

- Lower average energy consumption (per m²)
- Lower carbon emissions (per m²)
- All properties with access plans

Below National Average Benchmark

- Higher proportion of reactive maintenance vs planned maintenance
- Higher average energy cost (per m²)
- Water consumption and cost above average (per m²)

Housing Revenue Account

Various quantitative and qualitative measures are reported on monthly and annually against our own performance- target benchmark. The measures, targets and performance statistics are monitored by the Housing Landlord Services Board, and any actions required to improve performance of the assets are fed into the Asset Management Action

Plan. Based on our current performance measurement system of the Housing Revenue Account, the following areas are currently running below our target benchmark:

- Percentage cash collected, excluding Housing Benefit
- Cash value of arrears
- Proportion of rents collected
- Environment Improvement budget spend (£70,000)
- Evictions attended / percentage requested to
- Budget spent on profile
- Mutual exchanges / assessed within target

Full details of the performance of the General Fund and Housing Revenue Account portfolios may be viewed in Appendix 1; these statistics will be refreshed annually and fed into the annual Action Plan in Appendix 2.

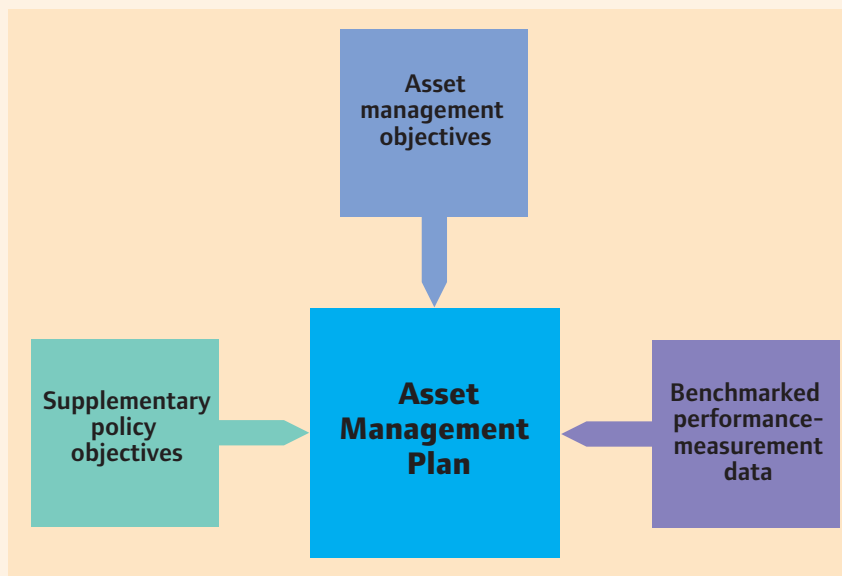




Section 4

4 Asset Strategy

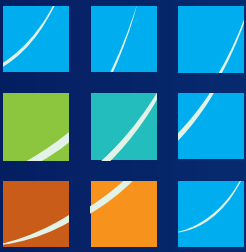
Having set the overall strategy for the Council's assets aligned to the Council's priorities, these principles are then distilled down to individual asset classes.



Elements contributing to Asset Management Plan

Our General Fund and Housing Revenue Account assets are summarised into the following classes:

- Agricultural
- The Covered Market
- Investment properties
- Allotments
- Depots
- Leisure assets, parks and open spaces
- Car parks
- Development and regeneration
- Sheltered housing
- Cemeteries
- Estate shops
- Tower blocks
- Community centres
- Garages
- Council offices
- Housing stock



Section 4

4.1 Agricultural Properties

The portfolio consists of circa 936 acres of agricultural land, incorporating four farms, long-term leased farmland, short-term grazing land, seasonal lettings, and vacant land.

In addition the Council holds approximately 1000 acres of countryside property comprising meadow land, nature parks and reserves, woodland, country parks and other countryside amenity land.

Agricultural land held by the Council is held for two main reasons: as a property investment; or in some cases as a potential 'land bank' particularly where opportunities arise to develop land for housing purposes.

There are number of sites in the Council's ownership that may offer strong potential for long-term residential development. These areas should be retained and promoted, which would result in a substantial uplift in value. Some smaller sites appear to have potential in the short term and will be investigated as opportunities become apparent.

There is considerable variation in rent for areas let as Farm Business Tenancies or for horse grazing. These should be standardised where they are inconsistent.

A number of sites are surplus to requirements and do not appear to meet the Council's aims. The Council will review whether these sites are appropriate for disposal.

Countryside properties are held by the Council largely as public assets for the benefit of the community alongside the protection of sites of scientific interest, conservation/ preservation of wildlife, natural habitat and flora and fauna of the area. The Council will seek to manage such sites effectively and efficiently.

Actions

- Alignment of rents across the portfolio for Farm Business Tenancies and Horse Grazing etc
- Review of any sites that do not meet the Council's objectives to establish if they are appropriate for disposal.

4.2 Allotments

The portfolio consists of 29 open allotments sites of which 27 are held freehold and two are leased in by the Council.

There is a waiting list for new allotment plots. However in accordance with the Green Spaces Strategy 2012–26, vacant plots on current sites will be cleared to reduce this waiting list, rather than investing further in allotment space, other than urgent improvement and repair works.

Actions

- The Council will retain allotment sites and will pick up issues on specific sites in its programme of area reviews, or if they are pressing, as they arise.
- All opportunities to revise fees and charges will be considered in line with the national average position, and supply and demand will be balanced
- The Council is committed to its existing portfolio of allotments and in accordance with the Green Spaces Strategy, the Council will continue to provide at least one plot per 125 head of population.

4.3 Car parks

The portfolio consists of 16 car parks, made up of three Park and Rides, two multi-storey, one underground and 10 surface car parks (excluding Parks car parking). The total spaces provided are circa 4,798 spaces which produce a gross revenue income of around £7.1m per annum

With effect from 1 October 2011, the operation of the Park and Rides at Redbridge, Sea Court and Pear Tree were transferred back to Oxford City Council.

Accordingly, all opportunities for improving these car parks are currently being considered, including the provision of improved waiting facilities and W.C.s where permitted, and all commercial opportunities will be fully explored.

The Council will continue to invest in both its city-centre and non-city-centre car parks, to support the retail offering and commercial interests of the city, and provide amenities for its citizens, visitors and tourists.

Where there are potential commercial opportunities within the portfolio (as in the case of St Clements car park), it will explore these opportunities in pursuit of its corporate priorities for housing and regeneration, provided that this is consistent with the broader objectives for the car park portfolio.

The redevelopment of the Westgate shopping centre will require both the Westgate multi-storey and Abbey Place surface car parks to be disposed of to facilitate



the development. Negotiations continue on this and commercial terms are expected to be concluded in 2012/13.

Actions

- Improvement of Park and Ride facilities
- Investment in city-centre and non-city-centre car parks to preserve and improve the quality
- Consideration of all commercial opportunities to advance the Council's corporate priorities.

4.4 Cemeteries

The portfolio consists of four cemeteries: Botley, Headington, Rosehill, and Wolvercote. Of these only Wolvercote and Botley are open to new burials, and are predicted to be closed to new burials between 2018–21 and 2021–24 respectively.

The Council will make available adequate site provisions for cemetery space for the foreseeable future. In doing so it will review its current policies for grave re-use and fees to protect its ability to continue to make provision of this service. A review of potential sites was conducted throughout 2010/11 and a shortlist of four sites was selected for detailed geological surveys.

Action

- The survey results were presented in late 2011 and recommendations will be made for taking forward the project in 2012.

4.5 Community Centres

The portfolio consists of 19 Community Centres across the city with an existing use value of about £12.41m at 31 March 2011.

We have made progress in 2011 on the existing Northway centre and the former community centre site at Cowley, where the Council is close to securing a redevelopment which will see much needed new affordable housing and fit-for-purpose community centres at both sites. The Council will continue to undertake feasibility studies across the portfolio to explore the possibilities of improving the community centres, whilst also contributing to other corporate priorities.

The Localism Act 2011 gives communities the freedom to run their own affairs in their own way by enacting a series of specific rights that can be

exercised on the initiative of local people. Specifically 'Community right to bid' gives the power to save assets of community value threatened with closure, by allowing communities to bid for ownership and management of them.

The Council will establish occupational leases with community groups to formalise responsibilities. These leases will be between one and three years, but will not guarantee future security of tenure. The Council will consider granting Community Associations long-leasehold interests (or asset transfers) where the following criteria are met:

- The building is in repair and unlikely to have any major defects during the life of the lease granted
- The Community Association is significantly on the way to achieving VISIBLE or an equivalent accreditation recognised by the Council
- There is no realistic prospect of the building being redeveloped in the medium to long term.

Action

- The Council will consult with Community Associations in its assessment and application of the above criteria to individual centres.

4.6 Council offices

The portfolio consists of leased property (with an annual rental of £416,000 per annum) and freeholds with a value of approximately £17m. Following the successful implementation of the Offices For The Future programme (March 2012), the office portfolio comprises 6,243 m² (including Horspath Road):

- Town Hall
- St Aldate's Chambers
- Bury Knowle House
- Horspath depot

The average occupancy level and costs (post-Offices For The Future implementation) are summarised in the table on page 22.

The Council aims to reduce its occupancy ratios to circa 10 m² per full time employee overall, and through the use of modern working protocols, following the completion of the Offices for the Future programme, aims to reduce further the office space it occupies by a further 2% (128 m²) before the end of 2012. It is the Council's aim for a medium term target of 10 m² per full time employee, this will be largely achieved as part of



Section 4

Council offices: average occupancy level and costs

Building	Size (m ²)	Running cost (£ : 2011/12 budget)	Value fixed asset Register (31.3.2009)	Occupancy ratio (m ² /Full-time employee)
St Aldate's Chambers	2,687	607,891	Nil	6.55
Town Hall (Offices)	1,351	129,000	£13,700,000 (total)	12.53
Bury Knowle House	128	45,818	£135,000	7.53
Horspath	2,077	Not split	£3,400,000	26.9
Total	6,243	£783,000	£17,230,000	13.37 (average)

the depot rationalisation project, within the period of the Asset Management Plan.

The Council aims to increase the efficient use of the Oxford Town Hall, and generate further net revenues. Several proposals are currently being considered which will involve significant capital expenditure on the Oxford Town Hall in order to generate more income-producing events and external lettings. A business plan is currently being developed to explore and assess all such proposals.

Actions

- Implementation of Office for the Future delivery programme
- Further rationalisation of non city centre offices and depot ancillary offices
- Town Hall business plan and programme.

4.7 The Covered Market

The market consists of 57 units with a total trading floor space of about 2,323 m², producing a gross rental income at March 2012 of £920,000 per annum

The Covered Market is one of the most important assets within the Council's investment property portfolio. Despite its notional high value in property investment terms, the Council is committed to maintaining ownership of this asset in perpetuity because of its historic and future significance to the wider city community and its contribution to the offering for tourists and other visitors.

The Council has an adopted leasing strategy for the market, which provides a framework for regulating both the tenant mix and physical configuration of the market. This is its primary asset management tool for ensuring the future commercial success and vibrancy

of the market. The Council will continue to apply this document to all future leasing decisions and applications for change of use.

The Council has recently embarked on a new 'visioning' initiative with the Market Traders Association and other key stakeholders to develop a sustainable business plan to preserve and enhance this specialist asset into the future. This work is underway and will continue throughout 2012/13.

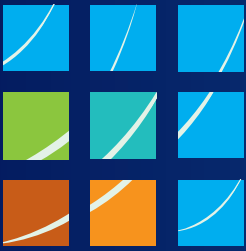
A significant proportion of leases within the market are aligned in terms of rent review dates; these leases have the next rent review due in March 2012, negotiations on which will commence close to the review date.

Cleaning, caretaking and security services for the market are undertaken by Oxford Direct Services on behalf of the Council. Whilst this historic arrangement has proved to be effective there is a desire to formalise this arrangement further by the agreement of a Service Level Agreement. This will be developed and consulted on with stakeholders in 2012/13.

In addition, various capital improvement works are planned for the market in 2012/13; these will be consulted on with all the market stakeholders prior to implementation.

Actions

- Ongoing implementation of the Leasing Strategy
- 'Visioning' initiative underway with stakeholders
- Rent review 2012/13
- Development and agreement of SLA for cleaning, caretaking and security with Direct Services
- Capital improvement works programmed for 2012.



4.8 Depots

The portfolio consists of 11 depots throughout the city, of which there are three main depots, six parks/ ancillary depots, and two depots that have been formally designated as surplus, and will be disposed of in due course. The portfolio value is around £4m (Existing Use Value) and the retained portfolio consists of approximately 11,000 m² of accommodation.

The Council has undertaken a review of its depot portfolio during 2010/11. Phase 1 of the Depot Review recommended that the six parks depots could be reduced to three, effectively creating a 'Northern Hub' (Cutteslowe Park) and 'Southern Hub' (Florence Park) with an ancillary depot being retained at Horspath Sports Ground. The three other depots were subsequently designated as surplus (although only two have been vacated to date) and Corporate Assets have subsequently been working-up planning permissions for alternative use on these surplus assets prior to disposal.

A number of works will be required on the retained sites to improve the standard of accommodation and staff welfare facilities, which will be implemented in 2012 as part of the Capital programme.

The Depot Review will be progressed further through 2012/13 with business case and options appraisal for consolidation of main depots of Cowley Marsh and Horspath Road together with further due diligence and feasibility work as necessary as matters progress.

Actions

- Capital works to be progressed in 2012 for retained depot sites

- Disposals of surplus depot sites
- Development of a business case for a consolidation of Cowley Marsh and Horspath Road main depots.

4.9 Development and Regeneration Assets

There are sites where the Council's land ownership can unlock the delivery of corporate priorities. The following sites are currently being promoted for redevelopment, which is likely to commence during the 2011/13 Asset Management Plan period:

- **Barton:** housing-led redevelopment to be delivered through a public and private Joint Venture vehicle between 2015 and 2020
- **Northway:** housing and community facilities to be delivered through private-sector development between 2012 and 2014
- **Cowley:** housing and community facilities to be delivered through private-sector development between 2012 and 2014.

The following site is currently being promoted and in the early stages of negotiation:

- Westgate Shopping Centre – city-centre retail and leisure extension and redevelopment to the existing shopping centre.

The following areas are considered to have medium to long-term redevelopment potential:

- Blackbird Leys – regeneration of central and public realm areas and provision of much needed affordable housing



Section 4

- Oxpens – commercial and residential mixed use regeneration project at the edge of the city.

Actions

- Completion of development agreement for Barton in 2011
- Start on sites for Northway and Cowley in 2012
- Completion of development agreement for Westgate in early 2012
- Blackbird Leys regeneration strategy commissioned in late 2011
- Oxpens commissioning of Supplementary Planning Guidance by Local Planning Authority 2012/13.

4.10 Leisure assets, parks and open spaces

The portfolio consists of nine assets, including five swimming pools, one ice rink, and four leisure centres. Together the portfolio consists of circa 15,800 m² of space, with a total value (Existing Use Value) of approximately £20m.

The Council is currently three years into a ten-year partnership with Fusion Leisure, who lease the leisure facilities and deliver services. The partnership delivers a saving of just under £7m over the life of the contract. This will involve further capital works to improve the assets – recommendations for which were brought forward and approved in late 2011.

The Council intends to review the future of the existing swimming pools at Blackbird Leys and Temple Cowley which have reached the end of their useful life alongside proposals to construct a new competition standard pool adjoining Blackbird Leys Leisure Centre a project for which funding is in situ.

The Council has reviewed its pavilions stock within the 2012–26 ‘Playing Pitch Strategy’. The existing buildings, in the main, are of a very low standard, with a very significant maintenance backlog. The Council will aim to improve the quality of these facilities over a phased period. In tandem with this it will continue to explore all opportunities for working with partners to assist in this improvement programme, to make the facilities sustainable over the long term.

Actions

- A second phase of leisure improvement works to be commenced in 2012 as per approved plan
- Pavilion scoping to be in place by the second quarter of 2012.

4.11 Housing stock

The portfolio consists of about 7,770 dwellings, producing a rent of £34m, and a capital value of £466m.

The housing stock is now compliant with the Decent Homes Standard (save for any homes where tenants have refused these works being done); this will be maintained in line with the Council’s legal and statutory duty going forward.

The principal planning tool for the housing stock portfolio will be the 30-year Housing Revenue Account business plan, which will develop a rolling annual programme of planned maintenance and building improvements across the portfolio. This business plan will consist of both a basic work programme of planned maintenance, together with strategic planning for life-expired assets, and opportunities for new-build and value- and revenue-generating opportunities.

This business plan will also act as a capital-planning tool over the time horizon and will aim to eliminate any shortfalls in funding by efficient planning of capital receipts and prudential borrowing where applicable.

Actions

- The draft business plan will be produced by February 2012 and took effect in April 2012 in accordance with the proposed Housing Revenue Account reforms due to take effect
- The Council has prepared itself for the introduction of the proposed Housing Revenue Account reforms by the appointment of a project team, which will consist of internal and external resources. The team will report in to the Housing Landlord Services Board.

4.12 Estate shops

The portfolio consists of 60 shops which are situated within or close to housing estates. These produce £455,000 in income and are currently valued at £4.25m.



The Council will continue to support the provision of community local retail facilities through its estate shops. These shops will be managed in accordance with the Council's Asset Management Protocols (see appendices) and will be on commercial terms at market rental values. The Council will seek to promote an appropriate tenant mix in each parade to promote viable businesses and provide appropriate facilities to the community that they serve.

Actions

- Implementation of lease renewals and rent reviews as they arise in order to protect income, mitigate risk, and promote a healthy retail offering for the local community.

4.13 Garages

The portfolio consists of circa 2,330 garages and car spaces producing an income of £930,000 and currently valued at £10.22m (Existing Use Value). The garages are let to council-house tenants, private individuals, and businesses.

The Council will continue to provide essential garage and car-parking spaces for the benefit of its council house tenants. However it is considered that there may be opportunities to introduce a more commercial approach to the letting of garages and car spaces. This may involve the alignment of rents with prevailing market levels for non-housing tenants.

There may also be opportunities to redevelop garage sites for new housing projects. All such opportunities will be explored and considered as part of the strategic analysis of the portfolio. All opportunities for re-provision of spaces will be considered where

appropriate, however in certain instances the Council may favour its corporate priority of the development of affordable housing without the re-provision of garages and car spaces.

Actions

- A review of rents charged and alignment of rents charged to non council tenants with the prevailing market levels
- A review of garage sites to promote opportunities for new-build, much needed, housing provision within the city.

4.14 Sheltered housing

The portfolio consists of ten operational complexes, with a further two complexes that are being used for temporary homeless accommodation. The operational portfolio consists of 306 units with a total value (Existing Use Value – Social Housing) of approximately £12.5m.

The strategy currently underway is to rationalise a number of existing blocks in order to generate capital receipts to fund Decent Homes works, and to redevelop and increase the density of housing on a number of the retained sites. A number of feasibility studies will inform the nature, timing and sequence of the re-developments, however the strategy is being considered in the context of the Housing Revenue Account reform programme and will be aligned to the 30-year Business Plan and the overall capital funding of the portfolio. Pending this decision to move forward, a number of blocks will be utilised for temporary homeless accommodation.



Section 4

Actions

- Alignment of existing strategy with Housing Revenue Account 30-year Business Plan.

4.15 Tower blocks

The portfolio consists of five blocks, providing a total of 298 units (excluding units sold off under Right to Buy) with a portfolio value (Existing Use Value – Social Housing) of around £8.75m.

Several studies have been commissioned to inform the future strategy for the Council's Tower Blocks. It is clear that there are certain technical building features common to most of the blocks that will require investment in order to prolong the life of the assets, and improve the quality of the accommodation for tenants and leaseholders. The Council remains committed to the future of these assets and will invest in them to improve the quality of accommodation for

our tenants and leaseholders. A full programme of investment will be aligned to the Housing Revenue Account 30-year Business Plan and all proposals will be fully consulted on prior to the implementation of any improvement works.

Actions

- A proposed tower block investment programme is part of the Housing Revenue Account 30-year Business Plan.

4.16 Investment properties

The portfolio is made up of all properties that are let on 'arms length' commercially negotiated leases or licenses, which are held for the purpose of income or capital gain. The portfolio consists of some 180 assets which produce an annual rental income of £6.2m, and have a capital value of £89.43m at 31 March 2011 (Market Value/Fair Value)

Asset management categorisation

	Institutional investment assets	Socio-economic investment assets
For the purpose of devising its asset strategy, rather than for IFRS financial accounting purposes, the Council will divide its Investment assets into the following categories	<p>These assets are held and managed primarily for financial return.</p> <p>The overarching Investment Strategy for this category of asset is to generate and preserve an 'institutional grade' of investment return, with low risk profile and long unexpired lease terms.</p>	<p>These assets may be held for financial return, but this is incidental to the primary rationale for enduring ownership, which is for the wider socio-economic benefit. This category may also include regeneration and development assets, which are held by the Council to secure specific city regeneration and corporate objectives. Such assets may have a varied maturity profile which extends through the short/medium and long term development cycle. These assets are required to have a detailed strategy formulated and proven for retention, together with a short/medium term strategy for income and capital enhancement.</p>

Principles for disposal

	Institutional investment assets	Socio-economic investment assets
Assets will only be considered for disposal if the following lists in each category applies	<p>The income from the site is below what could be achieved from:</p> <ul style="list-style-type: none"> ■ An alternative/more intensive use ■ Investment of the capital receipt (i.e. the property is uneconomically let) ■ There is no potential to re-gear, or otherwise manage the lease in a more economically advantageous way. 	<p>If all three of the following statements can be applied to the asset:</p> <ul style="list-style-type: none"> ■ It no longer makes a positive contribution to the current delivery of Council services ■ It has no potential for future strategic regeneration and/or redevelopment purposes in pursuit of the Corporate Plan aims and objectives ■ An alternative site can provide a more cost-effective and/or efficient point of service delivery.



Investment criteria for Institutional and Socio-economic assets		
	Value added assets	Opportunistic assets
Both institutional and socio-economic grade investment property assets may subsequently fall into one or the following sub-categories	Assets held by the Council which produce 'core' returns, however through active asset management techniques, may be capable of generating additional income or capital returns for a given level of risk – examples of such techniques would include lease re-gearing, refurbishment and re-letting opportunities.	Assets held by the Council which require significant redevelopment works or re-positioning to maximise income and or capital value. This grade of asset has a high risk/return profile.
Risk/return policies for each category	Within a given level of risk and capital commitment, the Council is prepared to invest in such projects subject to detailed analysis and preparation of a Business Case. The primary objective should be to mitigate the risk; however the principle of use of capital resources to improve the revenue position is endorsed, albeit in line with the wider Council Treasury Management Strategy. Any investment decision would meet target hurdle rates of return appraised using discounted cash flow/internal rates of return methodology.	These assets are by their very nature likely to be of a significant scale in both capital, revenue and risk terms, and would be unsuitable for the Council to deliver alone. In such cases the Council will seek to mitigate risk by the introduction of joint venture partners, and will consider a range of delivery options (Local Asset Backed Vehicles etc).
Principles for acquisition of Institutional and Socio-economic assets		
Assets in either category may only be considered for acquisition if the following principles apply	<ul style="list-style-type: none"> ■ The acquisition of the interest has potential for future strategic regeneration and/or redevelopment purposes in pursuit of the Council's corporate objectives; ■ The investment in land and buildings is used as a part of a wider treasury management function for the allocation of capital to provide an investment/revenue return to support front line services. Any investment decision would meet target hurdle rates of return appraised using discounted cash flow/internal rates of return methodology. 	

The principles for their strategic management of the investment property portfolio are shown in the table below.

The overall portfolio strategy is to improve the rate of return on the portfolio, reduce portfolio risk, and enhance the quality of the portfolio by proactive tenant mix strategies.

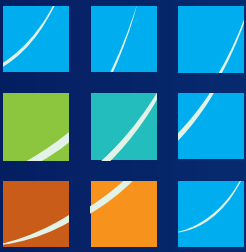
Performance and risk of the portfolio will be measured in an annual report during the life of the Asset Management Plan, and fed into the annual action plan which will be developed for improvement in performance and mitigation of risk in the portfolio.

The management and administration of the portfolio will need to demonstrate value for money. A full

evaluation of data, systems and processes will continue to be undertaken. In the interest of maximising the rate of return on the portfolio, all options for management and administration of the portfolio will be evaluated.

Actions

- Classification of assets into institutional and socio-economic categories
- Annual performance and risk report to be produced
- Review of data, systems and processes and evaluation of options for management and administration of the portfolio.



Section 5

5 Organisational and Governance Structure

The Council has recognised the need to manage its property asset base corporately and has therefore established a structured approach with clear roles and responsibilities and clarity of accountability and control.

The diagram on page 29 shows the principles of this type of approach based on a diagram in the Royal institution of Chartered Surveyors publication *Public Sector Asset Management Guidelines* (2011). This structure shows the following roles and functions:

- Responsibility for the day-to-day asset management function
- Operational departments' role in asset management
- The asset management corporate forum
- The asset champion
- The senior manager responsible for asset management
- Officer decision making
- Member decision making.

5.1 Responsibilities that apply in the Council

Responsibility for the asset management function

The Head of Corporate Property manages Oxford City Council's property corporately. All day-to-day decisions

regarding property or land and its occupation are his/her responsibility and the Head of Corporate Property takes the lead on strategic property matters. Service departments are responsible for the service activities within properties and on land, so long as they do not involve any change in property or land and its use, utilisation or occupancy.

The Corporate Asset Management and Capital Board, and operational departments' role in asset management

A Corporate Asset Management and Capital Board is responsible for major strategic decisions on the Council's General Fund and Housing Revenue Account. These are not day-to-day decisions but major decisions which consider the way the council deploys its property assets in furtherance of the its core strategic objectives. The Council's services are represented on this group. It is chaired by the Executive Director of Organisational Development and Corporate Services.

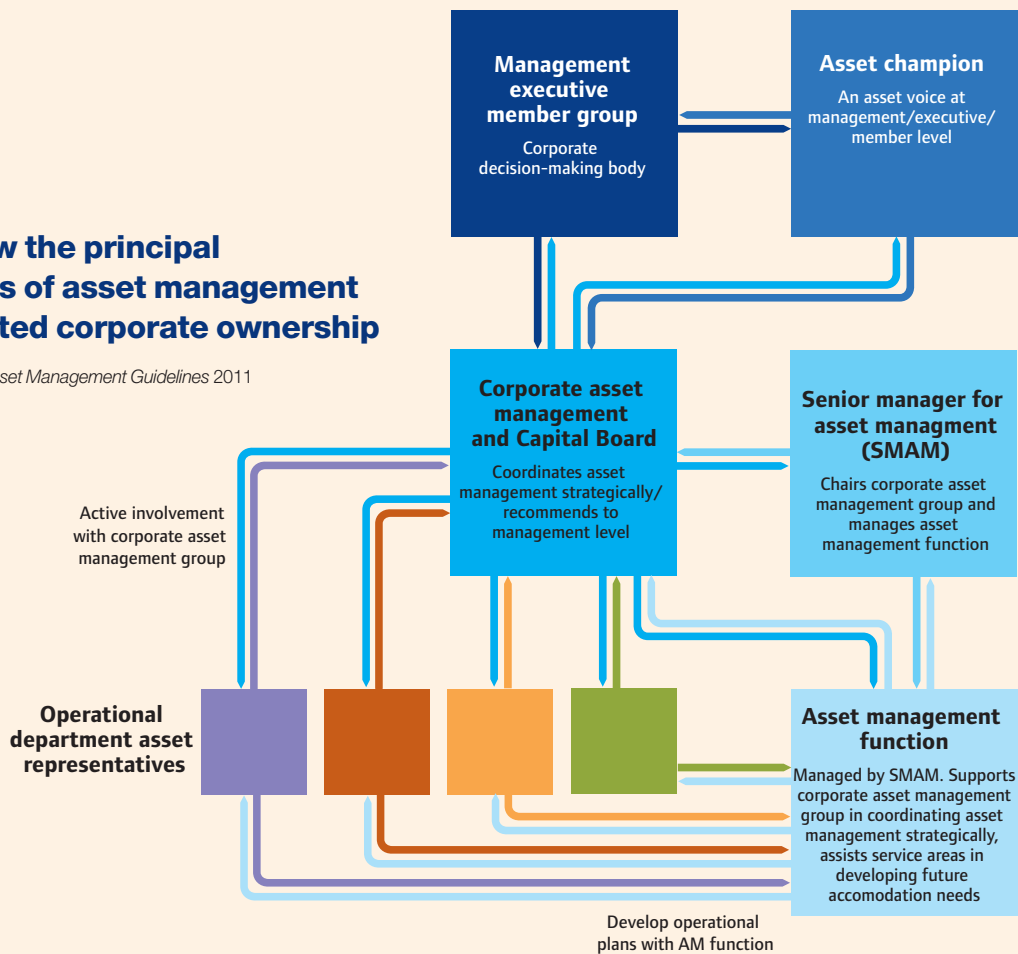
Asset champion

The City Executive Board Member responsible for Asset Management is the lead member of the Council specifically charged with pushing forward asset management initiatives and making sure that all major



Diagram to show the principal communications of asset management through integrated corporate ownership

Based on RICS Public Sector Asset Management Guidelines 2011



initiatives and projects are progressed on time, and that assets are managed and considered strategically and targets are met.

Senior manager for asset management

This role is a similar role to the Asset Champion but at senior officer level. This person will work closely with the Asset Champion and the Head of Corporate Property. The senior manager with responsibility for asset management is the Executive Director of Organisational Development and Corporate Services.

5.2 The Housing Revenue Account reform

In the light of the forthcoming Housing Revenue Account (HRA) reform and the Council's desire to transform the way in which HRA construction and property matters are dealt with, the 'Council 2012' initiative has reorganised responsibilities for construction and property matters for HRA

properties. In simple terms the current responsibilities for HRA assets are as follows.

The Head of Housing

Acts as the Housing Client with responsibility for housing strategy, housing capital programme, housing landlord function, neighbourhood renewal commissioning, HRA Business Plan development and implementation, commissioning housing maintenance programmes, tenant involvement and housing needs and homelessness.

Executive Director of Organisational Development and Corporate Services

General Fund (GF) and HRA financial planning and accounting (capital and revenue) and HRA reform.

Head of Corporate Property

Responsible for large scale housing estate regeneration projects and development of affordable housing and will support the development of HRA Business Plan in conjunction with the Head of Housing and Head of Oxford Direct Services.



Section 5

Head of Oxford Direct Services

The Head of Oxford Direct Services will be an internal contractor currently providing maintenance and home improvement services. It is important that there is complete transparency and good governance in contracting and as a contractor the Head of Oxford Direct Services will be careful not to be involved in policy making and decisions about tenders, due to a possible conflict of interest.

The City Executive Board Member for Housing

Elected member lead on housing strategy and implementation.

Housing Landlord Services Board

Is responsible for ensuring that the Council:

- Meets its obligations as a landlord
- Improves tenant satisfaction
- Meets the decent homes standard
- Develops the HRA business plan
- Monitors service standards and unit cost, providing an effective, efficient and responsive service to tenants.

Financial Planning

The forward housing financial plan and the annual housing budget will be prepared by the Head of Finance and the Head of Housing, supported by the Head of Corporate Property. The Head of Oxford Direct Services will provide data and information to the process as needed.

Budget Holders for Property Work

The Head of Housing will be the primary budget holder for all HRA expenditure. However the major construction, homes improvement and repairs and maintenance, capital and revenue budgets will be delegated by the Head of Housing to the Head of Corporate Property. The Head of Corporate Property will be responsible for these annual budgets and will procure major construction, homes improvement and repairs and maintenance works on the basis of value for money. The Head of Oxford Direct Services has a successful track record of undertaking HRA improvement and maintenance work and has built up a good team capable of doing this work. Provided that value for money can be demonstrated, Oxford Direct Services will continue to undertake the majority of maintenance works for the HRA portfolio, where this is within their area of expertise and will budget for reactive maintenance.





Section 6

6 Capital Programme

The management and planning of the Council's capital programme is undertaken by the Corporate Asset Management and Capital Board. This board oversees both the capital funding and capital expenditure and following a programme, by delivering the disposal programme, prudential borrowing and funding strategy, together with oversight and monitoring of the capital bidding and business-case development processes.

In order for a capital bid to be included within the capital programme a prioritisation methodology is applied which considers and appropriately weights the following criteria:

- Contribution to corporate priorities
- Statutory/non-statutory
- Small scheme weighting
- Funding availability
- Revenue implications
- Risk factor.

The various schemes are ranked, and included in the provisional capital programme subject to final allocation of available funding and approval of a business case. Once a business case has been endorsed by Corporate Asset Management and Capital Board, it may proceed under delegated powers where appropriate, or alternatively will need to be specifically approved by Single Member Decision or City Executive Board where required.

Following the application of the above process at 31 March 2011 the four year capital and funding programme by service are summarised in the tables on page 32.

Key projects in the capital programme include the following:

- Offices for the Future
- Blackbird Leys competition standard pool
- Play Barton
- Playground refurbishments
- General Fund Planned Preventative Maintenance programme
- New depot.

In addition, the Housing Revenue Account reforms will allow the Council to undertake a significant programme of new build housing and within the Housing Revenue Account Business Plan amounts have been included as follows.

Homes and Communities Agency Affordable Homes Programme

The Council has successfully bid for programme funding to deliver 112 new homes in the period 2012 to 2015. The programme comprises the redevelopment of an existing sheltered housing block (Bradlands: 40 homes) together with a range of small surplus sites in the Council's ownership which would otherwise be sold and are beneath the Section 106 Planning Obligations requirement to contribute to affordable housing (fewer than ten homes). The programme provides for 68 homes at social rents. The balance of the programme will be higher 'affordable rents' to provide accommodation for homeless persons who would not otherwise find housing at market rents in the private rented sector. The Homes and Communities



Section 6

Four-year capital programme total finance*				
Capital scheme	2012/13	2013/14	2014/15	2015/16
City development total		0	0	0
Environmental development total	790,000	1,090,000	740,000	690,000
Community housing and development total	90,000	0	0	0
Corporate assets total	3,958,000	1,510,000	1,466,000	910,000
City Leisure total	8,739,071	1,830,000	492,000	108,000
City works total	2,216,271	4,239,000	2,083,000	1,811,000
Business transformation total	327,000	377,000	277,000	327,000
General Fund total	16,120,342	9,046,000	5,058,000	3,846,000
Housing Revenue Account	8,395,000	8,375,000	8,029,000	7,736,000
Grand total	25,515,342	17,421,000	13,087,000	11,582,000

* This is correct at the time of closing the Consultation Draft, any amended programme will be substituted in this final adopted document.

Four-year capital programme funding*				
Financing of General Fund	2012/13	2013/14	2014/15	2015/16
Government funding	590,000	390,000	390,000	390,000
Capital receipts	3,900,000	2,262,583	1,000,000	632,220
Direct revenue funding	3,600,000	1,340,000	1,333,280	1,453,780
Direct revenue funding: Vehicles	1,291,000	1,230,000	1,270,000	1,370,000
Revenue reserves	457,505	356,000	0	0
Prudential borrowing	6,281,837	3,467,417	1,064,720	0
Total General Fund financing	16,120,342	9,046,000	5,058,000	3,846,000
Financing: Housing Revenue Account				
Housing Revenue Account funding	8,395,000	8,375,000	8,029,000	7,736,000
Total Housing Revenue Account financing	8,395,000	8,375,000	8,029,000	7,736,000
Grand total financing	25,515,342	17,421,000	13,087,000	11,582,000

* This is correct at the time of closing the Consultation Draft, any amended programme will be substituted in this final adopted document.

Agency grant is £2.42m with the balance of £17.9m funded by the Housing Revenue Account (A15).

Barton Development

The Council has a partnership with Grosvenor Developments to deliver over 900 new homes over the next 10 years, with a minimum of 40% affordable social rent. The Council may elect to develop, fund and manage the affordable stock. This might be partly

or fully funded through the Housing Revenue Account for which a amount of £60m has been included.

The programme is underpinned by the following key disposals:

- Sale of land at BMW
- Disposal of Temple Cowley Pool
- Grantham House disposal, now completed.



Section 7

7 Planned Maintenance Programme

7.1 General Fund

Following completion of the current works within the 'Office for the Future' and leisure programmes a programme has been prepared which will address an outstanding backlog of maintenance over the coming six years alongside normal cyclical maintenance. Funding for this work is now included in the capital programme, which was approved by city Executive Board on 9th February 2011

In order to add rigour to the prioritisation of the maintenance backlog works, the building and schemes contained within the maintenance backlog programme have been scored against a range of criteria including the significance of the building and relevance or importance of the proposed project. The criteria used have been:

a. For the building, its significance as:

- Commercial (investment) property
- Civic property
- Operational property
- Community property
- Listed building.

b. For the project relevance or importance, the criteria used are:

- Legal, statutory or contractual
- Health and safety

- Operational property
- Overall project significance or importance.

This prioritisation methodology has been used to compile the programme on which the budget for the next six years has been agreed, which may be summarised below.

Budget cost

2012/13	2013/14	2014/15	2015/16
£2,011,000	£1,400,000	£1,400,000	£910,000

7.2 Housing Revenue Account

The completion of the stock condition survey has resulted in a 30-year plan which has in turn informed the planned maintenance budgets shown above. The Council's housing stock database, 'Codeman', is updated on a regular basis, with new surveys and data downloaded as works are completed. The budgets reflect the need to maintain the Decent Homes standard, but also to ensure the building fabric is maintained in a good condition and improvements are made to increase the quality of life for our tenants. The survey data will need to be expanded to include external elements of buildings and estate areas, together with any retrofit



Section 7

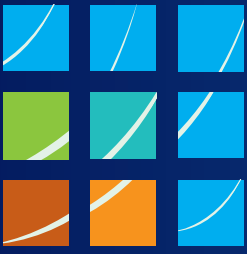
technologies or photovoltaic solar panels that are fitted to the housing stock.

Although additional work is required, this will form a sound basis on which to build the 30-year business plan required as part of the Council's preparation for Housing Revenue Account reform. The programme for Housing Revenue Account Planned Preventative

Maintenance over the next four years may be summarised below:

Budget cost			
2012/13	2013/14	2014/15	2015/16
£2,011,000	£1,400,000	£1,400,000	£910,000





Appendices



Appendices



Appendix 1

Appendix 1

Annual Performance Measurement 2010

1.0 General Fund performance

1.1 The last return made to Chartered Institute of Public Finance and Accountancy (CIPFA), using 2009 data, under the national performance indicators initiative produced the following results against their benchmark:

Measure 1: Asset condition									
KPI Category	CIPFA Benchmark				OCC				
	A	B	C	D	A	B	C	D	
Percentage of buildings	13%	62%	17%	1%	23%	39%	38%	0	
A	Good	Performing as intended/ operating efficiently							
B	Satisfactory	Performing as intended/showing minor deterioration							
C	Poor	Showing major defects/not operating as intended							
D	Bad	Life expired and/or serious risk of imminent failure.							

Oxford City Council has a higher proportion of property classified as Good than the national benchmark, but also a higher proportion of property identified as Poor where there is a requirement to address major defects and maintenance.

Measure 2: Outstanding maintenance						
KPI Category	CIPFA Benchmark			OCC		
	A	B	C	A	B	C
Percentage of buildings	46%	37%	17%	47%	46%	4%
A	Desirable	Within three to five years; fabric maintenance; low risk				
B	Essential	Within two years; prevent deterioration; medium risk				
C	Urgent	Immediate requirement; high risk				

Oxford City Council has a small percentage of properties that are in urgent need of repair. Most of the outstanding maintenance is classified as Essential or Desirable (within the next two years or beyond).



Measure 3: Outstanding maintenance expenditure

KPI	CIPFA Benchmark	OCC
Expenditure/m ²	£111	£83

Oxford City Council's outstanding maintenance cost per m² is lower than the national average, which is consistent with having a small proportion of the maintenance (4%) classified as urgent and high risk.

Measure 4: Planned and responsive maintenance

Maintenance Programme	CIPFA Benchmark		OCC	
	Planned	Responsive	Planned	Responsive
Percentage	59%	41%	36%	64%

The national average is close to the notional division of 60:40 planned: responsive maintenance adopted as good practice in typical general portfolios as evidence of effective maintenance planning. The Council is working on rebalancing of its maintenance programme to achieve this.

Measure 5: Energy consumption

Energy	CIPFA Benchmark	OCC
Energy Cost £/m ²	£11.14	£15.23
Consumption kWh/m ²	210	103.47

Oxford City Council's average energy consumption is under half the national average, but its energy costs are nearly 50% above the national average.

Measure 6: Water consumption

Water	CIPFA Benchmark	OCC
Cost £/m ²	1.53	4.07
Consumption litres /m ²	0.63	2.06

Oxford City Council's average water cost and consumption are between two and a half and three times the national average.



Appendix 1

Measure 7: CO₂ emissions

Emmissions	CIPFA Benchmark	OCC
CO ₂ /m ² in tonnes	0.06	0.046

Oxford City Council's carbon emissions are nearly 25% less than national averages.

Measure 8: Accessibility

Accessibility	CIPFA Benchmark	OCC
Accessibility surveys: % of portfolio	93%	100%
Accessibility plans: % of portfolio	84.94%	100%

Oxford City Council has completed accessibility surveys and plans for its portfolio, ahead of national benchmarks.

Measure 9: Office occupancy

KPI	CIPFA Benchmark	OCC
Offices as a % of total portfolio (GIA)	10	15.7
Office space per FTE (office teams)	11	13.37

2.0 Housing Revenue Account performance

- 2.1** The Housing Revenue Account (HRA) comprises the Council's housing and associated assets, such as retail, and other estate property, such as garages. The performance measurement is based on external benchmarking and corporate programme targets.

Tenants and leaseholders revenues

Service area	Last year	Target	Previous	Current	YTD	Status
% cash collected/excluding Housing Benefit	—	99%	97.90%	tbc	97.90%	■
% rent roll paid by Housing Benefit	—	>52%	53%	52.70%	52.7%	■
Cash value of arrears	—	<£500,000	£653,185	£617,311	£617,311	■
Value of agreed write-off	—	<£60,000 pa	—	£6,480	£49,458	■
Cases served Notice Seeking Possession (number and % on arrears over 7 weeks)	518	tbc	73/100%	36/100%	350/100% 0% ¹	■

Key ■ Exceeding target ■ Off track ■ Falling short of target ■ Not assessed.



Tenants and leaseholders revenues

Service area	Last year	Target	Previous	Current	YTD	Status
Cases in court	94	tbc	6	6	66	■
Cases evicted	13	tbc	0	1	7	■
Total arrears / % of debit	—	2%	1.83%	1.73%	1.73%	■
Collection rate	—	97.49%	96.43%	97.12%	97.12%	■
% leasehold collection rate	—	98%	—	—	—	■
% rent loss due to vacant dwelling	—	<1%	—	—	—	■
Debit transferred to FTA	—	tbc	−£10,073	£8,282	£127,008	■

¹ Within current processes many exceptions to this target exist. The recorded performance therefore relates only to those due a NSP within current process.

Repair Service

Service area	Last year	Target	Previous	Current	YTD	Status
Number/% Right to Repair jobs completed within target	—	98%	99.86%	100%	99.91%	■ Since Sept.
Number/% emergencies completed within target time	—	100%	100%	100%	—	■
Number/% non-Right to Repair jobs undertaken within target	—	97%	100%	tbc	tbc	■ Since Sept.
Average cash value of Right to Repair (including management/administration costs)	—	tbc	under review	under review	—	■
Average cash value of non-Right to Repair (including management/administration costs)	—	tbc	under review	under review	—	■
Tenant satisfaction with repair undertaken	—	98%	under review	under review	—	■
Number and % pre inspection undertaken	—	>10%	10%	tbc	tbc	■ Since Sept.
Number and % post inspection satisfactory	—	tbc	100%	tbc	tbc	■ Since Sept.

Planned works (Planned preventative maintenance/cyclical)

Service area	Last year	Target	Previous	Current	YTD	Status
Gas servicing completed to planned target	100%	100%	99.64%	99.71%	100.83%	■
High-rise water tanks checked–cleaned to planned target	—	100%	100%	100%	100%	■
High-rise fire safety standard compliance	—	100%	100%	100%	100%	■
Lifts serviced to planned target	—	100%	100%	100%	100%	■
Lift call-outs within target time (within 1 hour)	—	100%	pending review ²	pending review ²	pending review ²	■
Lift release within target time (under 30 mins)	—	100%	pending review ²	pending review ²	pending review ²	■



Planned works (Planned preventative maintenance/cyclical) *continued*

Service area	Last year	Target	Previous	Current	YTD	Status
Communal area health and safety check low rise to target	—	100%	—	tbc	tbc	■
Communal area health and safety check sheltered to target	—	100%	—	tbc	tbc	■

² Not currently recorded, but now required as an indicator.

Voids and allocations

Service area	Last year	Target	Previous	Current	YTD	Status
Average repair time for void property	—	<17 days	16.6	tbc	tbc	■
Average allocation time for property in period	—	<5 days	6.24	tbc	5.54	■
Average void time (total)	—	<21 days	17.8	19.9	19.29	■
Average repair cost for void (including admin costs)	—	tbc	£2,496	£3,874	tbc	■
Properties let first offer (excluding sheltered)	—	75%	96%	tbc	78%	■
All identified priority transfer cases not bidding are supported	—	Yes	Yes	Yes	Yes	■
Homeless / Housing Waiting List lettings split	—	tbc	—	tbc	tbc	■
Cases let with 'tenancy sustainment' support	—	tbc	—	tbc	tbc	■
% new lettings satisfied with condition of property	—	tbc	—	tbc	tbc	■

Community safety

Service area	Last year	Target	Previous	Current	YTD	Status
Anti-social behavior cases received	—	tbc	40	tbc	116 ³	■
Anti-social behavior cases investigated within target time	—	95%	collected from Nov	tbc	collected from Nov	■
Anti-social behavior cases actioned/closed (pre court) within target	—	90%	collected from Nov	tbc	collected from Nov	■
Anti-social behavior cases to court action (number)	—	tbc	0	tbc	0 ³	■
Perpetrator leaseholder/tenant	—	tbc	collected from Nov	tbc	collected from Nov	■
Cases evicted (number)	—	tbc	0	tbc	0 ¹	■
% tenants satisfied with outcome of anti-social behavior action	—	85%	collected from Nov	tbc	collected from Nov	■
Hate crime reported (number of cases)	—	tbc	2	tbc	5 ³	■

³ Records monitoring started in August.

Key ■ Exceeding target ■ Off track ■ Falling short of target ■ Not assessed.



Communities & neighbourhoods

Service area	Last Year	Target	Previous	Current	YTD	Status
No. active tenant associations	5	1	1	1	6	■ From Sept
Tenant and Resident Association meetings attended in month	—	3	4	3	11	■ From Sept
Estate walkabouts undertaken in month	—	3	0	0	0	■ From Sept
Tenant newsletters produced	—	1/3 (quarterly)	0	0	2	■
Tenants training events run	—	1/2 (bi monthly)	1	1	3	■ From Sept
Environment Improvement budget spend (£70,000)	—	100%	0	£21,708	£21,708	■ From Sept

Tenancy management

Service area	Last Year	Target	Previous	Current	YTD	Status
Welcome visits undertaken (number / % in target)	—	100%	38	22	115	■ From Sept
Tenancy updates undertaken	—	tbc	37	58	92	■ From Sept
Tenancy breaches served Notice to Quit	—	tbc	7	5	17	■ From Sept
Unlawful occupants identified referred for possession (no./%)	—	100%	0	0	0	■ From Sept
Transfer cases assessed/medical cases	—	tbc	tbc	tbc	tbc	■
Right to Buy cases received	—	tbc	6	4	12	■
Right to Buy sales	—	tbc	tbc	tbc	tbc	■
Mutual exchanges/assessed within target	—	tbc	11 / 100%	15 / 100%	36 / 77.78%	■
Evictions attended/% requested to	—	tbc	1 / 100%	2 / 100%	7 / 72.43%	■

Housing service

Service area	Last Year	Target	Previous	Current	YTD	Status
Complaints received	not available ⁴	tbc	0	0	152	■
Complaints investigated and closed in target time	not available ⁴	98%	—	tbc	tbc	■
Member of Parliament and Council Member enquiries responded in target	not available ⁴	tbc	9 ⁴	15 ⁴	52 ⁴	■ From Sept
Health and safety issues raised/closed (staff)	not available ⁴	100%	—	tbc	100%	■
Health and safety issues raised/closed (public)	not available ⁴	100%	—	tbc	100%	■
Phone calls answered within five rings	not available ⁴	95%	—	tbc	tbc	■ From Dec
Letters responded to within ten days	not available ⁴	95%	—	tbc	tbc	■
Appointments kept within five days of request	not available ⁴	100%	—	tbc	tbc	■

⁴ Includes housing need figures, yet to be separated.



Finance

Service area	Last year	Target	Previous	Current	YTD	Status
Budget spent on profile	—	Yes	Yes	No ⁵	No ⁵	■
Housing Revenue Account cash flow +/- £'000	—	>£500	£792	£1,289	£2,081	■
Compliance with business plan, treasury management plan	not monitored	Yes	not monitored	not monitored	relevant in 2012/13	■
Housing service cost per property (excluding repairs and maintenance)	—	tbc	£450	£557	£557	■
Repairs and maintenance cost per property	—	tbc	£675	£649	£649	■

⁵ Several factors under review, but responsive repairs one key factor. This caused by seasonal factors, i.e. good weather, will hold surplus and review at end of quarter 3.

Staffing Housing Revenue Account excluding Oxford Direct Services

Service area	Last year	Target	Previous	Current	YTD	Status
Average sickness per employee (per year)	—	<8 days	—	tbc ⁶	tbc ⁶	■
Total days lost through sickness (in period)	—	tbc	—	tbc ⁶	tbc ⁶	■
% days lost through sickness (in period)	—	tbc	—	tbc ⁶	tbc ⁶	■
Vacant posts	—	tbc	1	1	tbc	■
Average days post vacant	—	<42	—	tbc ⁶	tbc ⁶	■
Staff turnover	—	<5%	—	tbc ⁶	tbc ⁶	■
Staff appraisal completed on target time	—	95%	100%	100%	100%	■
Disciplinary action: number (anonymous)	—	tbc	0	0	tbc	■

⁶ Trent report requested.

Staffing Housing Revenue Account Oxford Direct Services

Service area	Last year	Target	Previous	Current	YTD	Status
Average sickness per employee (per year)	—	<8 days	—	tbc ⁷	tbc ⁷	■
Total days lost through sickness (in period)	—	tbc	—	tbc ⁷	tbc ⁷	■
% days lost through sickness (in period)	—	tbc	—	tbc ⁷	tbc ⁷	■
Vacant posts	—	tbc	—	tbc ⁷	tbc ⁷	■
Average days post vacant	—	<42	—	tbc ⁷	tbc ⁷	■
Staff turnover	—	<5%	—	tbc ⁷	tbc ⁷	■
Staff appraisal completed on target time	—	95%	—	tbc ⁷	tbc ⁷	■
Disciplinary action: number (anonymous)	—	tbc	—	tbc ⁷	tbc ⁷	■

⁷ Trent report requested.

Key ■ Exceeding target ■ Off track ■ Falling short of target ■ Not assessed.



Appendix 2

Action Plan 2011 to 2015

Property Asset Management Action Plan 2012/13

Project	2011/12	2012/13	2013/14	2014/15
Office Footprint	<ul style="list-style-type: none"> ■ Completion of Office for the Future 	<ul style="list-style-type: none"> ■ 2% reduction ■ Town Hall commercialisation business plan 	<ul style="list-style-type: none"> ■ Depot ancillary offices reduction (linked to depots rationalisation) 	
Carbon reduction, renewable technologies and sustainability		<ul style="list-style-type: none"> ■ PV solar panels Go/no-go decision on leisure centres and Housing Revenue Account assets 	<ul style="list-style-type: none"> ■ Achieve minimum Code 4 and preferably Code 5 rating on Bradlands development 	
Planned preventative maintenance General Fund (GF) and Housing Revenue Account (HRA)	<ul style="list-style-type: none"> ■ GF: £1m programme ■ HRA: £8.5m programme 	<ul style="list-style-type: none"> ■ GF: £2m programme ■ HRA: £7.75m programme ■ Phase 2 leisure works ■ Covered Market capital works 	<ul style="list-style-type: none"> ■ GF: £1.4m programme ■ HRA: £7.75m programme 	<ul style="list-style-type: none"> ■ GF: £1.4m programme ■ HRA: £7.75m programme
Community centres		<ul style="list-style-type: none"> ■ Consultation on asset 	<ul style="list-style-type: none"> ■ Implementation of policy Management policy 	
Regeneration & development	<ul style="list-style-type: none"> ■ Commercial agreement for Barton completed 	<ul style="list-style-type: none"> ■ Commercial agreement for Westgate completed ■ Blackbird Leys regeneration strategy commissioned ■ Oxpens Supplementary Planning Guidance commissioned 	<ul style="list-style-type: none"> ■ Northway and Cowley start on sited 	
Investment portfolio		<ul style="list-style-type: none"> ■ Agricultural review ■ Annual performance report issued ■ Review of systems and processes 		
Affordable Homes programme		<ul style="list-style-type: none"> ■ Phase 1 underway ■ Homes and Communities Agency agreement of terms 	<ul style="list-style-type: none"> ■ Final phases underway 	<ul style="list-style-type: none"> ■ Completion
Housing Revenue Account business planning	<ul style="list-style-type: none"> ■ Annual business plan review 	<ul style="list-style-type: none"> ■ Garage rents and sites ■ Annual business plan review ■ Tower blocks review and programme agreed 	<ul style="list-style-type: none"> ■ Annual business plan review 	<ul style="list-style-type: none"> ■ Annual business plan review
Depots		<ul style="list-style-type: none"> ■ Capital works for retained depots ■ Disposals of surplus depots ■ Go/no-go decision on main depot consolidation 		
Cemeteries		<ul style="list-style-type: none"> ■ Site investigations and feasibility 	<ul style="list-style-type: none"> ■ Go/no-go decision point 	
Leisure assets		<ul style="list-style-type: none"> ■ Phase 2 leisure works ■ Pavilions programme of improvement works 		

Appendix 2



Appendix 3

Appendix 3 Asset Management Protocols

- 1.0 Introduction**
- 2.0 Purpose of Asset Management Protocols**
- 3.0 Links to Corporate Priorities**
- 4.0 The Council's role as a property owner**
- 5.0 Acquisitions**
- 6.0 Disposals**
- 7.0 Development/regeneration**
- 8.0 Letting and tenant-mix strategy (incorporating the Covered Market leasing strategy)**
- 9.0 Community lettings**
- 10.0 Environmental impact**
- 11.0 Restrictive covenants and competition**
- 12.0 Landlord's consent**
- 13.0 Service charges**
- 14.0 Insurance**
- 15.0 Rent arrears**
- 16.0 Repairs and maintenance**
- 17.0 Rent reviews and lease renewals**
- 18.0 Dilapidations**
- 19.0 Tenant Associations**
- 20.0 Commercialisation opportunities**
- 21.0 Valuation**

1.0 Introduction

- 1.1** The purpose of the Asset Management Plan 2011–14 is to provide a framework for the strategic management of the Council assets as a corporate resource. Its aim is to set out the Council's vision, aspirations and objectives for its portfolio, and outlines an action plan for how it aims to achieve these outcomes.

2.0 Purpose of Asset Management Protocols

- 2.1** The Asset Management Protocols will provide a consistent framework of values to determine and shape how the Council implements the Asset Management Plan 2011–14.
- 2.2** These Asset Management Protocols will define detailed areas of asset management activity, which will provide an insight into the corporate approach adopted in the management of the council property portfolio.



NB: As at February 2012 Corporate Property are currently developing protocols for the following areas:

- Localities Act
- Asset Transfer
- Sustainability standards on new build and repairs and maintenance activity
- Facilities Management
- Asset rents and re-charges
- Covenants cost recovery
- Use of Internal Direct Labour Organisation
- Void property.

These protocols will be used as internal guidance and procedure notes and will be revised by officers as required, and subsequently published annually with the Annual Asset Management Plan, action plan and performance measurement.

3.0 Links to Corporate Priorities

- 3.1** The Asset Management Protocols will consist of generic objectives and practices that are aligned to a private sector 'institutional' or corporate owner and occupier of property assets, however in addition, the protocols will reflect the historic legacy, local circumstances, the community and social role of the council and the corporate priorities of the council.
- 3.2** The Asset Management Protocols also reflect wider trends and central government policy. These will evolve and be reflected in refinements to the Asset Management Protocols over time. The key external influences that have been reflected in this policy area:
- Promotion of access to public services
 - Value for money
 - Good governance principles
 - The capital and investment strategy – prudential accounting
 - The e-government agenda
 - The Gershon review of efficiency
 - Support of partnering, third sector and multi-agency approaches across various services;
 - Promotion of overall socio-economic well-being
 - Regeneration and renaissance.

4.0 The Council's role as a property owner

- 4.1** Beyond its scale and cost, the Council's property portfolio is significant also in the impact it makes on the city's economy and environment. The quality and condition of Council properties makes an important impact on the environment.
- 4.2** Under-used or vacant property represents an actual as well as opportunity cost to the Council. Also, by under-exploiting a scarce land asset under-used or vacant property often prevents another more beneficial use or form of development from taking place.
- 4.3** The Council recognises the importance of indirect as well as direct costs of holding under-used property assets and is committed to a continuous process of property review to monitor and promote opportunities for identifying and releasing surplus property.



Appendix 3

- 4.4** The requirement for property as a resource does not necessitate its ownership and the Council should similarly consider alternative tenure options within the context of its corporate financing strategy.

5.0 Acquisitions

- 5.1** Land and property interests will only be considered for acquisition if, after consultation, the following circumstances apply:

- The acquisition will make a positive contribution to the current delivery of Council services
- All other methods for the delivery of this service have been investigated and a full property options appraisal has been undertaken which highlights this acquisition route as the most economically advantageous and efficient method of service delivery.

In addition to the above, the following circumstances may apply:

- The acquisition of the interest has potential for future strategic regeneration and/or redevelopment purposes in pursuit of the Community Strategy or Council strategic aims and priorities
- No other available land and property asset can provide a more cost effective and/or efficient point of service delivery
- There is an adopted Council plan/policy/strategy, with resources identified, which will bring the land or property into beneficial use in the foreseeable future
- There is potential for advantageous shared use
- The investment in land and buildings is used as a part of a wider treasury management function for the allocation of capital to provide an investment/revenue return to support front line services. Any investment decision would meet target hurdle rates of return appraised using discounted cash flow/internal rates of return methodology.

6.0 Disposals

- 6.1** Land and property will be considered to be surplus or under-used if, following consultation, any of the following statements apply.

- The asset no longer makes a positive contribution to the current delivery of Council services
- The asset has no potential for future strategic regeneration and/or redevelopment purposes in pursuit of the Corporate Plan aims and objectives
- An alternative site can provide a more cost effective and/or efficient point of service delivery.
- The income from the site is below that which could be achieved from:
 - an alternative/more intensive use
 - Investment of the capital receipt (i.e. uneconomically let)
- There is no potential to re-gear, or otherwise manage the lease in a more economically and advantageous way
- There is no adopted Council plan/policy/strategy, with resources identified, which will bring the site into beneficial use in the foreseeable future
- There is no potential for advantageous shared use.



- 6.2** Disposals will be managed by the Corporate Property services as part of a programme to deliver capital receipts targets. These targets will be driven by the Council's wider needs and the potential to release surplus capital inherent in the portfolio. This may lead to the Council's targets being exceeded.
- 6.3** The Council will, as a matter of general policy, seek to achieve best consideration in all property disposals other than where specific cases can be sustained for sales at less than best consideration. Transfers for community use will normally include the imposition of 'community lock out clauses' to ensure the enduring use is for the wider community.

7.0 Development/Regeneration

- 7.1** In certain cases the Council will hold property interests in anticipation of some wider benefit to be secured through re-development, sometimes for long periods.
- 7.2** These property interests will be maintained in a secure and safe condition. Where possible, holding costs will be defrayed by securing temporary rental or licence fees.
- 7.3** The continued holding of these properties usually has an opportunity cost and this is not generally justified where the redevelopment potential is small or remote. Continued justification will need to be substantiated on the basis of specific development proposals and estimated timescales, holding cost and return assumptions
- 7.4** In pursuance of the Council's regeneration strategy it will be appropriate for a planning brief to be prepared for any land capable of redevelopment to identify the most advantageous use and nature of the redevelopment, the objective of stimulating further regeneration in the locality.
- 7.5** An evaluation should be carried out in each case, as appropriate, to identify whether additional land should be acquired to enhance the impact and viability of any redevelopment.
- 7.6** Where the land forms or could form part of a larger redevelopment scheme in private ownership, the property can be offered to the owner by private treaty at an appropriate price reflecting beneficial value and subject to positive planning covenants, producing additional benefits for the regeneration strategy. Alternatively it may be appropriate in certain circumstances for various forms of Joint Ventures or joint promotion agreements to be considered.
- 7.7** The Council seeks to achieve regeneration and beneficial change by leadership of redevelopment and stimulation of diversity and quality in employment, service and residential accommodation, to be accomplished through a combination of land ownership and planning powers and processes.

8.0 Letting and tenant-mix strategy (incorporating the Covered Market leasing strategy)

- 8.1** The Council will pursue a commercial letting policy designed to promote efficient management and maintain or enhance asset values and preserve income flow, in accordance with the Portfolio Business Plan.
- 8.2** The Council will promote diversity in the retail estate so as to maximise retail opportunities to local residents and visitors, and encourage economic prosperity in the city.
- 8.3** The Council recognises that the prime goal of shops or other retained assets on housing estates and in residential neighbourhoods will often be to provide facilities for residents. An appropriate mix of convenience and food outlets will take precedence over maximisation of rental income.



Appendix 3

8.4 The Council will comply with the Government's 'A Code of Practice for Commercial Leases in England and Wales' which is designed to offer potential tenants a varied range of tenure options, subject to the principles of good estate management.

8.5 The Council will ensure that commercial units are also available to all people in accordance with the Council's equality and diversity policies. The Council will also provide documentation in a format that is accessible to people with disabilities.

8.6 The Council will consider all applications for consent and new lettings in the Oxford Covered Market in accordance with the adopted leasing strategy document.

9.0 Community lettings

9.1 The Council's policy is to adopt the principles advocated in the RICS report 'Whose Property Is It Anyway?' and the findings of the Quirk review. This policy will be supplemented by the contents and principles established by the Localities Act.

9.2 The Council recognises the importance of providing support to voluntary organisations that provide services to the community compatible with the Council's wider objectives and the Community Strategy. Traditionally this support has taken the form of 'soft' rental terms on Council properties.

9.3 This traditional approach is seen as damaging from three perspectives. Firstly, it promotes under-management by voluntary organisations of important resource costs. Secondly, it makes it more difficult to perform day-to-day property management decisions sensibly, for example enforcing repairing covenants. Thirdly, a suppressed rent not only reduces the income receivable but also damages the underlying asset value base of the Council, and the performance analysis and understanding thereof.

9.4 The Council's policy is therefore to let properties on proper commercial lease terms and open market rents on an 'arm's-length basis', and where appropriate, to replace the hidden rental subsidy with an overt grant subsidy, with appropriate fully-offsetting adjustments to budgets. This will also make the Council's overall support to the voluntary sector as a whole more visible and transparent.

10.0 Environmental impact

10.1 The Council seeks to own and occupy property in an environmentally responsible way with a commitment to reduce carbon emissions.

10.2 New buildings should aim to achieve a Building Research Establishment Environmental Assessment Method (BREEAM) assessment of at least 'Very Good' and ideally 'Excellent', subject to commercial considerations of capital and life-cycle cost. All new technologies for new build and retrofit will be considered and where possible prioritised for both General Fund and Housing Revenue Account assets.

10.3 Where buildings are directly managed by the Council all property services, i.e. repair and maintenance activity, will have due regard to environmental and sustainability considerations and life-cycle costing in the design, specification and implementation.

11.0 Restrictive covenants and competition

11.1 The Council will not seek to breach covenants placed by third parties on its land where still enforceable, but will seek to negotiate modification or removal where appropriate to do so.



- 11.2** In relation to covenants the Council has imposed, it will seek to enforce such covenants where it is rational, sensible and proportional to do so, or, where no longer required, seek reasonable payment for its release or partial release where lawful to do so.
- 11.3** In accordance with its letting and tenant-mix strategy, the Council will seek to restrict the use of premises, where it is deemed that such a competing use would be to the detriment of an existing tenant or the Council's adjacent land ownerships, or detrimental to the community or economic prosperity of an area.

12.0 Landlord's consent

- 12.1** All requests for consent from the Council should be submitted in writing, with supporting information, to the Head of Corporate Property.
- 12.2** Requests will be dealt with in a reasonable time period and replied to in writing, confirming if consent will be granted, or alternatively stating grounds for refusal of consent. Consent will not be granted until the completion of a formal license where required.
- 12.3** The Council will outline scale fees if applicable for providing consent, and the process of providing formal consent.
- 12.4** The Council will have regard to principles of good estate, management practice in considering any application, and will consider financial and non-financial matters, and the impact on the remainder of the Council's land-holdings, existing and adjacent tenants, and impact on the community and economic prosperity of the area.

13.0 Service charge

- 13.1** Where ever practicable, the Council will endeavour to recharge landlords outgoings when running buildings let to occupying tenants.
- 13.2** The basis of the recharge will be subject to an agreed formula, and will be administered by the Council's Corporate Property Services.
- 13.3** Service charge accounts will be levied on the basis of 'on account' payments, half-yearly, or annual recharges, and/or reconciliations running between March and February. The service-charge account will be closed in March and full reconciliations will be provided within three months of closing the account for the year.
- 13.4** The Council will comply with the RICS Service Charge Code of Practice.

14.0 Insurance

- 14.1** The Council will endeavour where permitted to recharge insurance premiums to tenants where they are insured under the terms of the Council block policy.
- 14.2** The Council will insure on the basis of an 'All-risks' commercial insurance policy, which where possible will include terrorism insurance where this is commercially available in the insurance market.
- 14.3** A copy of the insurance schedule will be provided to the tenant if requested.
- 14.4** All recharges of insurance premiums will be administered annually in advance and will be issued in March, and will run until February of the following year.



Appendix 3

- 14.5** Where responsibility for insurance rests with the tenant, the tenant will be required to give evidence of this insurance to the Council upon a reasonable period of notice. Similarly the tenant may be required from time to time to give evidence upon request of all statutory compliance with health and safety legislation where they are required to do so.

15.0 Rent arrears

- 15.1** The Council will act promptly and diligently in recovering rent arrears in order to protect revenues for front-line services.
- 15.2** Rent is deemed to be in arrears if on the day it becomes due the Council is not in receipt of cleared funds.
- 15.3** The Council will use whatever means are available or appropriate to recover arrears of rent, including distraint, legal proceedings, bankruptcy or referral to debt recovery specialists.
- 15.4** It is advised that any tenants who are experiencing problems should make contact with the Corporate Property services of the Council as soon as is practicable.

16.0 Repairs and maintenance

- 16.1** The Council will display a preference to let property on a full repairing and insuring basis, and therefore the tenant will be responsible for repair and maintenance of the assets in accordance with the express provisions of the lease/license, and requirements under statute.
- 16.2** The Council will undertake to comply with all covenants, health-and-safety and statutory legislation in the provision of property services.
- 16.3** The Council will ensure that its properties are maintained in accordance with corporate standards. A poor physical condition can contribute to an atmosphere of decay in the immediate area whereas properties that are well-maintained and secure can sustain or elevate the tone of the neighbourhood. The Council recognises that responsible ownership and occupation of property includes acting as a good neighbour by maintaining it in a good condition. It also recognises that insufficient expenditure on maintenance and management is normally reflected in a proportionately greater erosion of value.
- 16.4** A priority will be given to the allocation of repair/maintenance and capital budgets to the income producing portfolio. However, in each instance a business case with full option appraisals will be produced to demonstrate the rate of return, and risk analysis.

17.0 Rent Reviews and Lease Renewals

- 17.1** This area of professional activity will be co-ordinated by the Corporate Property services, in conjunction with the Council Legal service. The activity may be instigated in-house or may be outsourced to appropriately qualified professional advisers.
- 17.2** Where the Council implements rent reviews and lease renewals, it will seek to establish the highest market rental value supported by comparable evidence, to preserve the capital value and income flow of the portfolio.
- 17.3** Where the Council implements Lease Renewals it will seek to impose terms that are commensurate with market practice and RICS guidance, and that preserve the value and income-flow from the portfolio.



- 17.4** In accordance with the letting and tenant-mix strategy, the Council in all new leases will consider providing tenants with priced options in relation to monthly or quarterly in-advance rents, upwards and downwards reviews, and all other reasonable requests. The Council is required to secure best consideration in rent review and lease renewals activity.

18.0 Dilapidations

- 18.1** The Council will undertake interim and terminal dilapidations schedules where appropriate to do so. The costs of preparation and service will be advised at the time of preparation and will be recovered where it is permitted to under the terms of the lease/license.
- 18.2** The Council will comply with the Dilapidations Protocol: 2008 Version of Property Litigation Association, and will use its best endeavours to mitigate any claim for damages and costs.

19.0 Tenant Associations

- 19.1** The Council will promote and encourage the adoption of Tenant Associations or membership of tenant bodies etc.
- 19.2** All such associations will have their primary relationship with the Corporate Property services of the Council.

20.0 Commercialisation opportunities

- 20.1** The Council will explore all opportunities to generate additional income from its portfolio of land and buildings, which although not limited to these will include:
- Telecoms and Wayleaves etc.
 - Wind turbines
 - Advertising
 - Kiosks
 - Promotional displays and events
 - Markets and street trading.
- 20.2** In all instances the Council will have regard to the impact of the activity on neighbouring owners, tenants and the community and neighbourhood.

21.0 Valuation

- 21.1** Professional property valuation services will be undertaken by the Corporate Property services of the Council. These will be undertaken by RICS-qualified members of staff for a range of purposes across both commercial and residential sectors. Alternatively, the Corporate Property team will be responsible for commissioning external valuation advice from appropriately qualified professionals.
- 21.2** An internal system of Quality Assurance is observed, and in each instance, the valuation will be signed off by a line manager and by the Head of Corporate Property.
- 21.3** All valuations comply with Chartered Institute of Public Finance and Accountancy requirements in relation to the valuation and asset register requirements of the end of year accounts.
- 21.4** The Council will outline scale fees, for undertaking valuations if appropriate.



Appendix 4

Appendix 4 Risk Register

Risk			
Risk title	Opportunity/ threat	Risk description	Risk cause
Asset Management Plan	Threat	Not having an up to date Asset Management Plan	The Council determines not to adopt the proposed plan.
Asset Management Plan Actions	Threat	Actions proposed in Asset Management Plan are not undertaken	Under-resourcing or lack of buy-in from stakeholders
Resourcing	Threat	Inadequate resources to implement the Asset Management Plan	Inability to recruit and/or retain staff on proposed terms and conditions
Support	Threat	Inadequate political/senior officer support	Political/senior officers fail to support proposed strategy and actions.
Market	Threat	Deteriorating property market conditions	Deteriorating market conditions impact adversely on capital receipts, and/or rental income

Risks identified refer to the preparation adoption and implementation of the plan and have been assessed on the basis of impact (I) and probability (P) in worst case scenario (gross risk) and position after mitigation actions are taken (residual risk) together with assessment of current risk with actions and mitigations currently in place



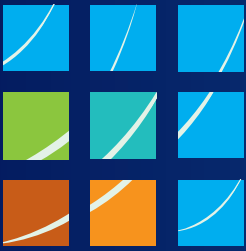
Consequence	Date raised	Corporate objective 1 to 5	Gross risk		Residual risk		Current risk		Owner	Date risk reviewed
			I	P	I	P	I	P		
Not having an up-to-date Asset Management Plan will impact on the Council's ability to effectively manage its property assets as a corporate resources	12 Jan	1,2,3,4,5	5	2	1	1	2	2	SS	Annually
The benefits and overall strategy proposed will not be implemented	12 Jan	1,2,3,4,5	5	3	2	2	3	3	SS	Annually
The benefits and overall strategy proposed will not be implemented	12 Jan	1,2,3,4,5	5	2	1	1	2	2	SS	Annually
The benefits and overall strategy proposed will not be implemented	12 Jan	1,2,3,4,5	5	3	3	2	2	2	SS	Annually
The benefits and overall strategy proposed may not be capable of full implementation	12 Jan	1,2,3,4,5	5	2	5	2	2	2	SS	Annually



Investing in our
Property Portfolio

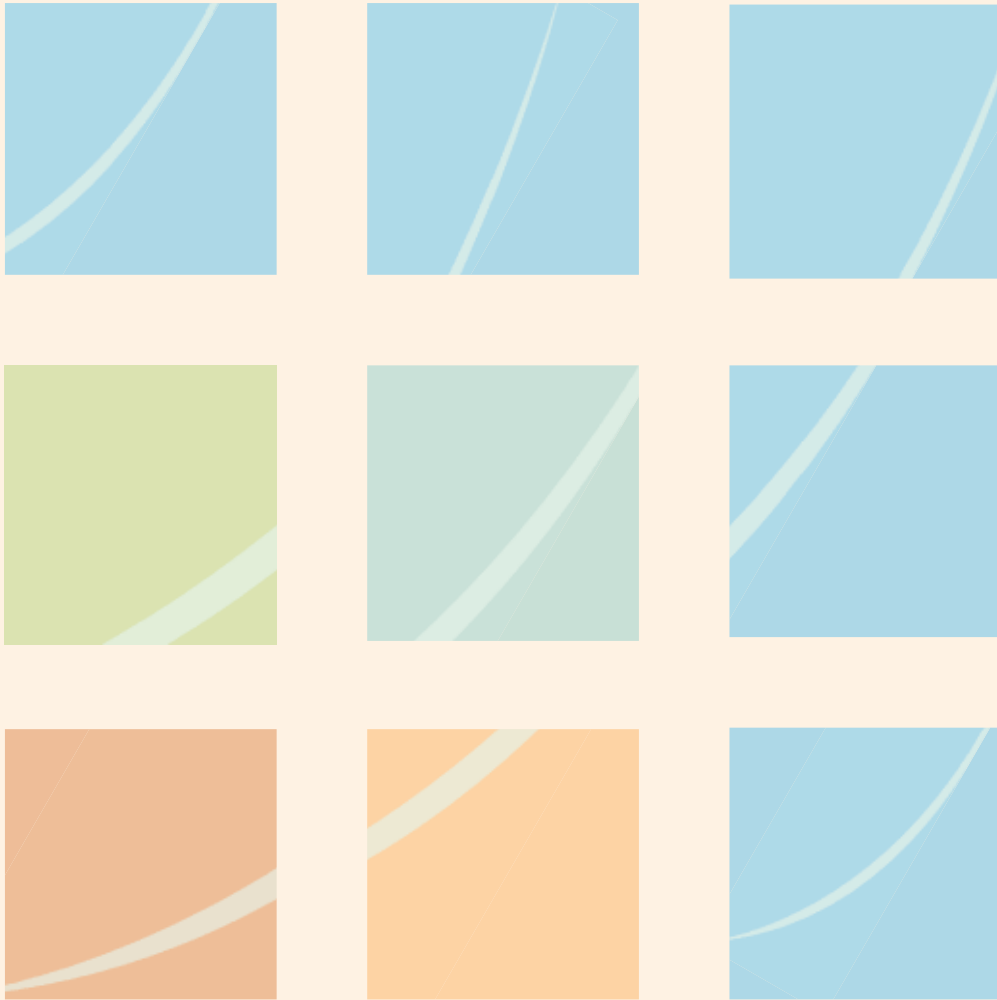
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Asset Management Plan

2011-2014

Consultation Document

For further information contact

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Oxford City Council, Corporate Property
Oxford Town Hall, St Aldate's, Oxford, OX1 1BX



Building a world-class city for everyone

To: City Executive Board

Date: 12th September 2012

Report of: Head of Business Improvement

Title of Report: ADOPTION OF A CORPORATE TELEPHONY STRATEGY

Summary and Recommendations

Purpose of report: To propose the adoption of a corporate Telephony Strategy for the next three years.

Key decision? Yes

Executive lead member: Councillor Ed Turner

Policy Framework: An efficient and effective Council

Recommendation(s): That the City Executive Board:

1. Approve the proposed corporate Telephony Strategy and Action Plan attached at Appendix 1 and to note the Equalities Impact Assessment at Appendix 2.

Appendix 1 - Telephony Strategy 2012 to 2015

1. Summary

- 1.1 This report provides details of how the Council proposes to take forward and embrace new technology through adopting a corporate approach to managing its telecommunications. The report includes a detailed action plan and timetable for implementing the recommendations.

Implementation of the action plan will deliver a telecommunications solution that is both future proof and provides the Council with flexibility in the way that this service is delivered to best meet the needs of the Council and residents.

2. Background

- 2.1 The Council's telephony systems deliver services to over 1300 telephone extensions across to seventy Council sites.
- 2.2 The Council does not currently have a Telephony Strategy in place.
- 2.3 Prior to April 2011 the management of telephony was devolved to individual services based at each office location. This resulted in no corporate overview of telephony or the ability to step back and look cohesively at new technical solutions as they came on stream. The creation of the new ICT service has enabled the potential for managing and developing telecommunications corporately and the development of this strategy.

The draft Strategy recognises the importance of providing excellent customer contact through telephony as one of the Council's key priorities and the fact that key parts of the current infrastructure will not be supported by the manufacturer beyond 2015.

- 2.4 The Strategy also explains how the Council can maximise the benefits that are available through better utilisation of the existing Voice Over Internet Protocol, known as VOIP, telephony platform, mobile technology and a managed move to the use of soft phones for office based staff to reduce our call handling costs. A road map of the actions that need to be undertaken to reduce out dated line rental arrangements over the next three years is also included.

3. Approach

- 3.1 The draft Telephony Strategy has been developed around the following principles:
 - A modern telephony service which enables and enhances the Council's ability to provide efficient, effective and appropriate services to its customers.
 - A service which provides the same features, functions and facilities to all its users through a range of integrated telephony options that create the flexibility for effective service delivery irrespective of their location.

- A service which supports and enables seamless flexible working whereby a remote/mobile user has access to exactly the same services as they would in the office.
- A service which enables collaboration quickly and easily (e.g. the ability to carry out a free conference call to a specialist colleague if necessary to resolve a customer query to the Contact Centre).
- A service which will be able to provide text based communications (such as instant messages) and video enabled communications.
- The capability to reduce both the number of fixed service lines and desk handsets leading to future savings.
- The strategy supports the Council's commitment to improving customer contact.

3.2 This approach will enable the Council to achieve:

- Further development of flexible and mobile working.
- Integration of mobile telephones with the main telephony system for easier contact and operation.
- Integration of voicemail and email allowing users to receive notification of voicemails through different methods.
- The provision of a business class telephony service. Telephony is a critical component of the Council's communications and interactions with residents. Responsibility for voice services will rest with the ICT unit, providing appropriately skilled resources and a broader market knowledge to inform future development.
- Migration of users to VOIP where required and decommissioning of the remaining analogue based telephony platform.
- Removal of redundant telephony lines between sites
- Rationalisation of current inter-site connectivity.
- Instant Messaging and Presence through the implementation of Microsoft Lync.
- Video conferencing, reducing the need to travel to meetings reducing the Council's carbon footprint and travel costs.

4. Next Steps

4.1 Subject to approval of the draft Telephony Strategy attached at Appendix 1, the Head of Business Improvement and Technology will arrange to:

- Implement the recommended improvements arising from the telephony service audit.
- Review the data network with the County Council to identify where any enhancements may be required to carry voice services.
- Consider a move to a unified extension numbering scheme or conduct a discovery exercise to produce a full inventory of the current numbering scheme to confirm capacity of numbers.
- Develop and agree a migration strategy and schedule with the appointed service users and supplier.

5. Financial Implications

5.1 The Council is fortunate in that it has already made the investment to put in place a high quality VOIP platform. This means that the strategy can be most effectively built on what is already in place. While many of the activities in the strategy do not require additional funding to complete there will be an initial cost of approximately £10k to facilitate exploiting new technology to support flexible working. The service has a capital budget to fund this.

5.2 To enable the main improvements outlined in the Strategy to be delivered an initial investment of £50,000 will be required as outlined in the report. This will be subject to an invest to save capital bid as part of the annual Medium Term Financial Strategy review. This investment will result in longer term savings from reduced fixed line rental and call charges.

6. Legal Implications

6.1 There are no legal implications in relation to the implementation of the Strategy. Any new procurement activity will be carried out in accordance with the Council's Contract Rules and the EU Procurement Regulations 2006.

7. Risk Management

A risk register is attached to this report.

8. Climate Change/Environmental Impact

- 8.1 The proposals within the strategy will aid mobile and flexible working, reduce the need for travel and so support the Council in lowering its carbon footprint.

9. Equalities Impact

- 9.1 The implementation of this strategy will facilitate an increase in the capability for staff to work flexibly away from the office and assist the Council in being able to offer employment opportunities to a more diverse workforce.
- 9.2 This strategy offers the option of a wider range of telephone contact options for customers including self service which should improve customer satisfaction.
- 9.3 An equalities impact assessment is provided at Appendix 2

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Version number: 1.1

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OXFORD CITY COUNCIL

Telephony Strategy 2012 - 2015

DRAFT TELEPHONY STRATEGY

Telephony Strategy 2012 – 2015

Version	Author	Description	Date
0.1	Jane Lubbock	Initial Draft	
0.2 – 0.6	Simon Park	Amendments from PTS Report	25/07/2012
0.7	David Oakes	Minor Changes	01/08/2012
07.1	Simon Park	Cost Tables updated	01/08/2012
0.8	Simon Park	Changes from JY	06/08/2012
0.8.1	Simon Park	Minor Changes	17/08/2012

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1. . PURPOSE

- 1.1. The City Telephony Service was reviewed in 2012 following the loss of a key member of staff and increasing demands upon a changing technological environment within a new economic age. The service has drifted in recent years and clear direction is required to support the Council's Customer First Programme and the advancements in flexible and mobile working.
- 1.2. The Council has undertaken significant organisational change over the last 12 months to manage service demand and our customer experience. It is necessary for the Telephony Service to support these improvements.
- 1.3. This strategy outlines the future direction of telephony within the Council and provides the basis for a robust, reliable and efficient service that meets the Council's GOLD aspirations.

2. BACKGROUND

- 2.1.**The development of this document has been stimulated as a result of the recognition of the increasing significance of our customer contact via the Customer Contact Centre, the efficiencies that can be achieved by staff through flexible working and emerging new technology enabling desk based staff to use alternative technologies to collaborate and work efficiently.
- 2.2.**The Council's telephony estate delivers services to over 1300 telephone extensions in nearly 70 premises within the city of Oxford. Other locations receive telephony services through a Virgin Media Centrex Service (a centralised system) or via Direct Exchange Line services.
- 2.3.**The large sites are served by a network of Mitel SX2000 and Mitel Communications Director (MCD) telephony systems of varying sizes, operating as a single system with a single dial-plan.
- 2.4.**Mitel have announced that from October 2015 the SX2000 will no longer be supported.
- 2.5.**Management of telephony is currently distributed across services resulting in multiple contract and charges and no centralised control of budgets or strategy.
- 2.6.**Use of Voicemail varies across the Council and call recording facilities are limited and not FSA compliant.

3. VISION

A Robust and Resilient Service

- 3.1. The Service has been, in the past, affected by power failure and although some resilience is in place it is limited to keeping the switch available for a short period and is not sufficiently robust to maintain full service.
- 3.2. Systems have grown organically over time to support immediate demands without a clear structured approach to the design. Clear planning will secure a foundation to allow future growth to be based on a solid platform that will reflect the criticality of the service.
- 3.3. A Service Level Agreement (SLA) will be published for the business to clarify the quality and consistency of service and provide a basis for monitoring performance and reporting to the business.
- 3.4. The SLA will be reviewed annually in line with business need and to review improvements and developments in technology.
- 3.5. The City Council will provide a resilient infrastructure to ensure the Telephony Service is maintained in the event of power loss or connectivity interruption and detailed recovery plans will be documented and aligned to the Corporate Business Continuity Plan.
- 3.5. Provision of links to the Public Network (PSTN) will include flexible options to re-route incoming lines in the event of loss of access to the main Council telephone switch area.

Supporting Our Customers

- 3.6. The Service will adopt an open standards approach to delivering telephony which will support greater opportunities in how users access services. We will challenge the traditional model of a phone on the desk, replacing it with options to use softphones and messaging clients, twinning to users mobile or home phone lines.
- 3.7. All telephony systems used will be compliant with the Session Initiation Protocol or SIP standard of connectivity to enable seamless integration with alternative solutions and to avoid lock in to specific suppliers.
- 3.8. The service will leverage technology to allow calls to follow the staff and improve opportunities to collaborate and communicate. Integration with messaging clients and fax servers will present customers with a single point of communications and allow them to choose the method of receiving calls.

DRAFT TELEPHONY STRATEGY

- 3.9. As we develop our Customer Contact Centre the ICT team will shadow and support improvements to the Contact Centre Solution and ensure the telephony platform integrates seamlessly in the delivery of this critical service.
- 3.10. Mobile phones are a core element of our communications infrastructure and we will continue to offer options to improve mobile working such as Blackberry and Smartphones and SMS gateway whilst managing costs within service budgets.
- 3.11. Support for Video Conferencing and Voice Conferencing will offer opportunities to reduce the cost of communications for larger groups and supplement the flexible working improvements already attained.
- 3.12. Fax machines, whilst an older technology, are still a part of many Business Units. Implementing a Fax Service will reduce the number of fax machines used in the Council and secure a reduction in line rental whilst offering the service on a more efficient basis.

Leaner Delivery

- 3.13. The Management of telephony and associated budgets will be centralised in the City ICT Team with responsibility for support and maintenance.
- 3.14. This consolidation will reduce the costs of processing invoices and assist in securing greater savings on contracts and investment.
- 3.15. The service will be rationalised to reduce the number of telephone switches currently used throughout the Council and maximise the benefits of telephony available on the core telephone switch.
- 3.16. Centralising the telephony around a single core service will reduce ongoing maintenance and risk in supporting out of date systems and increase resilience. The legacy equipment used in the Town Hall and at Horspath Road attracts a premium for support not associated with newer technologies.
- 3.17. The Telephony Network will be designed to leverage newer equipment over existing data links allowing us to reduce the number of dedicated telephony circuits and associated costs.
- 3.18. The resilience of the data links will be improved to reflect the criticality of the system..
- 3.19. Longer term opportunities for exploring savings through alternative providers will be explored once the service baseline is set.

In step with Corporate Objectives

DRAFT TELEPHONY STRATEGY

- 3.23.** The Telephony Strategy underpins a key strand of the Council's Customer Contact Strategy and supports the delivery of Corporate Objectives.
- 3.24.** Value for Money will be delivered by working with partners and suppliers to drive down maintenance and management costs whilst protecting the quality of service.
- 3.25.** As we develop the service we will acknowledge our commitments to the Carbon Agenda within our Carbon Management Programme and try to maximise our investment in equipment, where it is fit for purpose and to adopt technologies that assist in reducing our carbon footprint.

4. DELIVERING THE VISION

4.1. The Strategy seeks to provide a robust and fit for purpose telephony infrastructure based on the following key deliverables:

Central Management

4.2. The Council will centralise responsibility for all Council telephone services. City ICT will be responsible for delivering a business class level of service supporting and maintaining the entire Council telephone estate. A proactive approach to support and maintenance will reduce costs and improve the efficiency, reliability and response of the service.

Business Continuity

4.3. The Council will provide power protection for the Mitel Communications Director system to safeguard telephone services in the event of a power supply failure. This will ensure service is maintained and customer contact preserved.

4.4. A robust business continuity and recovery plan for the Telephony Service will be put in place. Physical separation of the critical components of the telephone system should increase its ability to survive in the event of a disaster. The infrastructure supporting the core system processors and incoming/outgoing circuits will be designed to provide redundancy.

4.5. Users will be migrated from the older unsupported platforms to the Mitel Communications Director telephone system. From October 2015 the old SX2000 systems will no longer be supported by the manufacturer; the Council will migrate all users off these systems before this occurs.

4.6. Following consolidation and improvement to the service, the Council will review the appropriateness of moving to a managed service or cloud based service from 2014. This assumes that cloud based telephony services develop during the intervening period.

Infrastructure and Topology

4.7. The current mixed telephone estate will be replaced with a single corporate telephone network. The infrastructure will be rationalised to reduce unnecessary costs and overheads whilst delivering a uniform high level of service.

4.8. Any future review of the feasibility of moving to a hosted or cloud based telephony solution will seek to maximise investment in the existing Mitel systems; hardware, software and user licenses.

5. SUPPORTING OUR CUSTOMERS

Unified Communications and Flexible Working

- 5.1. Unified communications will be delivered as part of the development of the telephony service. By enhancing the way that messages can be controlled the service will greater support the accessibility of information to our staff. A flexible “Universal Inbox” approach will encourage all messages to be handled in a single location simplifying management and reducing the need for multiple applications.
- 5.2. The Council will offer multiple solutions for users to make and answer calls. Traditional telephones will be supplemented with softphone’s and other technologies including “twinning” to offer alternatives in the way that service users in the business answer their calls. Users are more mobile and the technology will support roaming and dynamic working via a variety of methods. The Council is almost at saturation point on IP Phones and adoption of cheaper flexible clients is required.
- 5.3. Use of Video and Voice conferencing will reduce the need to travel to meetings and support home working and remote working. Linkage into more widespread products such as Skype can be explored.

Voicemail

- 5.4. The Council will implement voicemail across the organisation as part of the Universal Inbox approach. Current policy is determined at a local department or team level and is frequently not enforced, which can result in messages being missed or never checked. Without a policy the Council’s approach is inconsistent and presents a confusing picture to callers.

Contact Centre

- 5.5. Telephony for the contact centre will be developed to support the Council’s Customer Contact Strategy. Systems will enable in queue messaging and self service; utilising interactive voice response (IVR) and assist in driving down call waiting times.
- 5.6. The service will provide support for the Contact Centre Management and advise wherever necessary to ensure seamless integration between any contact centre solution and the core telephony service.

Numbering

- 5.7. The Council will rationalise its use of published numbers. The seven options presented to callers to the Council is regarded as

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unacceptable by customers and staff alike, the council will expedite the reduction of the number of options as fast as possible. The Council's intention is to ensure that calls are answered as rapidly as possible.

- 5.8. The Council will review its use of Non Geographic numbers. Presenting a non-geographic contact number to the public is increasingly questioned. Many people now get free local calls and have to pay to dial a non-geographic number. The Fusion Lifestyle number only presents callers with the option of connecting directly to a Leisure Centre, which the caller could have dialled direct; other Fusion Lifestyle partners advertise local numbers for their facilities.

Fax Service

- 5.9. In support of the Universal Inbox approach and to reduce revenue costs of delivering legacy faxing a review will be undertaken to review the feasibility on introducing a centralised digitally delivered fax service which will deliver faxes via the email system.

Telephone Dial Plan

- 5.10. The Council will audit and consolidate the telephone numbers and circuits it uses onto BT One Bill. The Telephony Services review identified two Direct Dial In or DDI ranges used by the Council which were not documented or otherwise recorded as being Council numbers. The current DDI ranges in use appear to exceed the Council's requirements and could be rationalised to save cost without compromising service delivery. For those telephone circuits which are required they will be included within the BT OneBill which will centralise all data improving options longer term to achieve savings.
- 5.11. The number of DDI's (1300) and DDI Ranges will also be rationalised. This may be difficult to implement because some essential DDI numbers may exist at either ends of the DDI range and reducing the number of DDI extensions may require some extensions to be swapped around or renumbered.

6. LEANER DELIVERY

Budget and Control

- 6.1.** Telephony budgets will be centralised and managed by City ICT. Along with the centralisation of contract management this will provide greater opportunity to reduce costs and leverage investment.
- 6.2.** Once the Council has fully consolidated and documented its telephony services it will review the options for further savings to be made through a hosted or cloud based service..

Service Contracts

- 6.3.** Corporate management of the Council's telephony function will allow greater exploitation of Public Sector Network framework agreements and joint procurement support opportunities. It will also enable City ICT to proactively manage contracts going forward
- 6.4.** ICT will agree a SLA with the business for telephony services this will formalise the levels of service to be provided, improve relationships and help manage expectations.

7. IMMEDIATE ACTION PLAN

- 7.1. The action plan set out below sets out what is required to improve the service in the very short term. The list comprises both small tasks and larger ones and whilst the list is presented in an approximate sequence it does not necessarily follow that one action will be completed before another starts.
- 7.2. Much of the onerous work in consolidating billing has been done recently and will reduce unnecessary paperwork and processing costs.

DRAFT TELEPHONY STRATEGY

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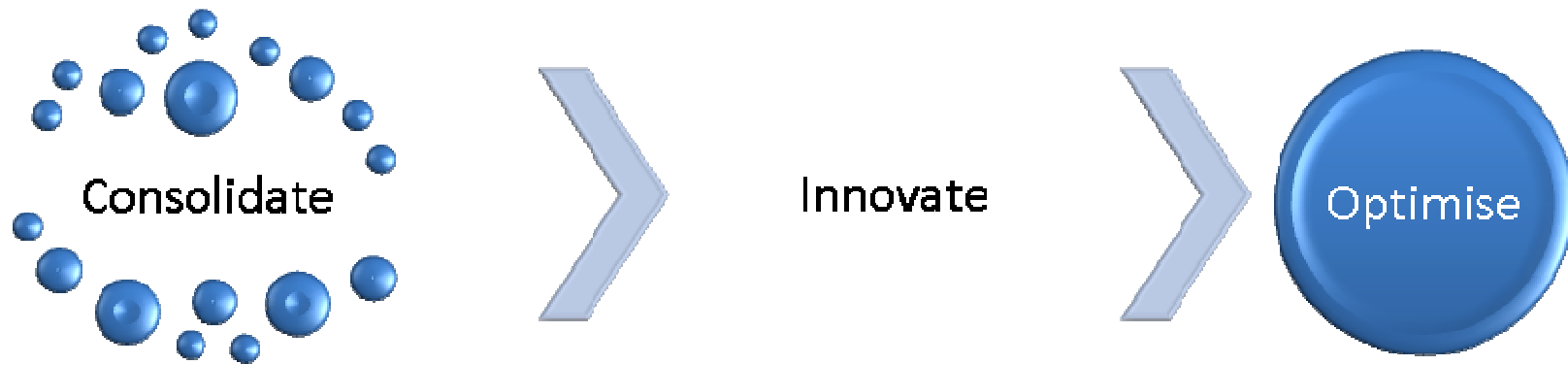
Short Term Action Plan	Owner	Target Date
Progress the purchase of UPS for the Mitel Communications Director systems before the end of August 2012		31/08/2012
Confirm all other Virgin Media Centrex sites in addition to the existing (01865 467050/1/2/3) and if so where the bills are being sent. (It is possible that all numbers commencing 01865 467xxx are Centrex circuits)		30/09/2012
Confirm where the ISDN30e telephone circuits on 01865 775613 (see Direct Services OneBill) are connected to and if they are required (i.e. being used)		30/09/2012
Establish a project to migrate users from the SX2000 to the Mitel Communications Director		
Establish what the DDI ranges 01865 335700 – 899 are being used for and whether they are actually being used		30/09/2012
Confirm whether every service included on the BT OneBill and Virgin Media Centrex bills are required (e.g. some lines are subscribed to BT Total Care whereas others are not)		30/09/2012
Conduct an audit of each telephone system to document exactly which extensions are being used, and for what use.		31/10/2012
Having audited the telephone systems identify whether it would be possible to establish 4 digit dialling at Horspath Road and match the extension numbers to DDI numbers		30/11/2012
Confirm the Council policy of displaying the caller-id of 01865 252000 on outgoing calls and establish that this caller-id is presented by telephones from each of the systems		31/08/2012
Confirm the requirement for the Council Freephone numbers including removal of the old Freephone number (0800 783 1957) is removed from Council literature		30/09/2012
Make sure that circuits and numbers relating to disposed property are no longer required and then removed from BT OneBill (e.g. “RH Red Care Alarm” “BB St Alarm Line”, – “Environmental Development-Ramsay House”)		30/09/2012
Call logging data indicates that the cost of weekend calls increased tenfold in January 2012 – confirm whether this level of activity has continued in subsequent months and if so then identify whether these calls are appropriate (i.e. where the calls are being made from and by whom; the largest costs appear to be calls to mobiles and local Oxford numbers)		31/10/2012
Ensure that the costs in the call logger for different destinations is correct – currently calls to 09xxxx and 08xxxx numbers in the call logging reports have no associated costs		31/10/2012

8. THE ROADMAP

The following sequence provides the Council with a longer term roadmap for the development and operation of telephony services.

A checkpoint review will be undertaken early in 2013 to establish whether the Council is ready and wishes to tender for the provision of a managed telephony service by 2014 and also establish the nature of the services to be procured before any tender process commences.

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• 0 - 12 months

- Continue migration to IP Telephony
- Centralise Management and move to a single Budget
- Improve Resiliency & Business Continuity capability

• 12 - 24 months

- Implement Unified Communications applications
- Tender for a Managed Service

• 24 - 48 months

- Transition to Managed Service
- Retire SX2000 platform before End-of-Life

DRAFT TELEPHONY STRATEGY

		2012						2013						2014																	
		Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun					
Organisation	Agree Telephony Strategy	X																													
	Establish Central Budget	X																													
	Operate Services / Deliver Business Requirements	X																													
	Manage Telephony Service Contract																			X											
Telephony System	Office Moves / BAU	X						X																							
	Consolidate Services	X																													
	Document Systems & Services			X																											
	Checkpoint Review											X																			
	Managed Services Procurement											X																			
	Managed Services Implementation																			X											
Contact Centre System	System Procurement	X																													
	System Implementation			X																											
	System Operation with Mitel Telephony Systems	X						X																							
	Integrate with Managed Services Telephony																			X											
	System Operation with Managed Telephony Service																			X											

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9. COST OF DELIVERING THE VISION

The existing traditional model of a phone on every desk is at saturation point. It is more flexible to work with other endpoints such as Softphone or twinning technologies and the costs of these options are outlined below.

It should be noted that whilst a telephone and associated licence is a one off capital cost it can be limited in its flexibility and therefore a multi client approach, using softphones or software clients will deliver increased flexibility but may attract a revenue costs though annual licensing.

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Description	Unit Cost	Volume	Total	Ongoing Cost
Microsoft Lync SIP Client Licence	£14	300	£4200	£14 (unit) per annum -£4200
Mitel Twinning Licence	£85	100	£8500	£0
Mitel Telephone (5324)	£120	50	£6000	£0
Mitel User Licence	£72	250	£18000	£0
Mitel SIP Licence	£72	100	£7200	£0
County ICT Costs	£350	5	£1750	£3500 (based on Medium Gateway Server)
NG Bailey Configuration Change	£450	3	£1350	£0
Administration or Backfill (Champion)	£5000	1	£5000	£0
Fax Service (Optional)	£1000 estimate	1	£1000	£300
Total for All elements			£53000	£4500

The costs associated with non geographic numbers, call lines and DDI Ranges is as yet to be determined until an audit can be completed. It is expected to return some savings that could be re-invested.

DRAFT TELEPHONY STRATEGY

It is expected that some work will be required by County ICT and can be funded within the current contract. This is likely to include configuration of softphone integration with Microsoft Lync. A budgetary cost for 5 days work would be sufficient. Unit costs are based on estimates and may reduce if licences on Mitel are re-used. If the number of users is reduced further reduction in licence costs will be made.

NG Bailey charges for reconfiguration of routes and decommissioning of switches. This work is outside of the existing maintenance contract and will therefore be subject to charge.

10. RISKS TO DELIVERING THE STRATEGY

Description	Risk	Mitigation
Insufficient funding to develop or extend the service	Medium	<ol style="list-style-type: none"> 1. Reduce deliverables or seek Corporate Support for short term delivery 2. Accept loss of savings or scale back flexibility
Insufficient resources to deliver within timescales	Medium	<ol style="list-style-type: none"> 1. Acquire temporary resource or outsource project management 2. Extend roadmap timescales
Sufficient experienced and qualified staff to deliver improvements	Medium	<ol style="list-style-type: none"> 3. Training and use of technical external resources.

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Equalities Impact Assessment for the Telephony Strategy 2012- 2015

Prior to making the decision, the Council's decision makers considered the following: guide to decision making under the Equality Act 2010:

*The Council is a public authority. All public authorities when exercising public functions are caught by the Equality Act 2010 which became law in December 2011. In making any decisions and proposals, the Council - specifically members and officers - are required to have **due regard** to the **9** protected characteristics defined under the Act. These protected characteristics are: **age, disability, race, gender reassignment, pregnancy and maternity, religion or belief, sex, sexual orientation and marriage & civil partnership***

The decision maker(s) must specifically consider those protected by the above characteristics:

- (a) to seek to ensure equality of treatment towards service users and employees;*
- (b) to identify the potential impact of the proposal or decision upon them.*

If the Council fails to give 'due regard', the Council is likely to face a Court challenge. This will either be through a judicial review of its decision making, the decision may be quashed and/or returned for it to have to be made again, which can be costly and time-consuming diversion for the Council. When considering 'due regard', decision makers must consider the following principles:

- 1. **the decision maker is responsible for identifying whether there is an issue and discharging it.** The threshold for one of the duties to be triggered is low and will be triggered where there is any issue which needs at least to be addressed.*
- 2. **the duties arise before the decision or proposal is made, and not after and are ongoing.** They require **advance** consideration by the policy decision maker with conscientiousness, rigour and an open mind. The duty is similar to an open consultation process.*
- 3. the decision maker must be **aware of the needs of the duty.***
- 4. the **impact of the proposal or decision must be properly understood first.** The amount of regard due will depend on the individual circumstances of each case. The greater the potential impact, the greater the regard.*
- 5. **Get your facts straight first!** There will be no due regard at all if the decision maker or those advising it make a fundamental error of fact (e.g. because of failing to properly inform yourself about the impact of a particular decision).*
- 6. What does 'due regard' entail?*
 - a. **Collection and consideration of data and information;***
 - b. **ensuring data is sufficient to assess the decision/any potential discrimination/ensure equality of opportunity;***
 - c. **proper appreciation of the extent, nature and duration of the proposal or decision.***
- 7. **Responsibility** for discharging can't be delegated or sub-contracted (although an equality impact assessment ("EIA") can be undertaken by officers, decision makers must be sufficiently aware of the outcome).*
- 8. **Document the process** of having due regard! Keep records and make it transparent! If in any doubt carry out an equality impact assessment ("EIA"), to test whether a policy will impact differentially or not. Evidentially an EIA will be the best way of defending a legal challenge. See hyperlink for the*

questions you should consider

<http://occweb/files/seealsodocs/93561/Equalities%20-%20Initial%20Equality%20Impact%20Assessment%20screening%20template.doc>

1. Within the aims and objectives of the policy or strategy which group (s) of people has been identified as being potentially disadvantaged by your proposals? What are the equality impacts?

The Telephony Strategy proposes to create a more flexible delivery model for telecommunications for both council staff, users and residents. It supports positive solutions to an integrated telephony service to provide “efficient, effective and appropriate services to its customers”.

The Council received 157,222 external calls between March 2011 and April 2012. The new strategy supports the Council’s commitment to improving customer contact.

The investment in upgrading technology will be based on what is already in place and should not lead to significant additional costs over and above what has been included within the strategy.

The strategy includes the procurement of a new call handling system. It will be a requirement of the system to offer queue messaging and self service to assist in driving down call waiting times. Customers will have and the flexibility to choose the method of receiving calls” (paragraph 3.8 Draft Telephony Strategy 2012- 2015).

The strategy does not anticipate negative impacts on any communities.

Contacting the Council Contact centre remains free or at low cost and no negative community impacts are envisaged.

2. In brief, what changes are you planning to make to your current or proposed new or changed policy, strategy, procedure, project or service to minimise or eliminate the adverse equality impacts?

Please provide further details of the proposed actions, timetable for making the changes and the person(s) responsible for making the changes on the resultant action plan

The telephony provision was reviewed in 2012 and identified a need for improvements in technology to support the potential to support organisational change and deliver the Council's Customer First Programme.

The Council is committed to advancing flexible and mobile working wherever possible.

The Council has rolled out over 450 laptops and over 1,000 mobile phones and hand held devices for Direct Services staff. This technology has to date enabled approximately 50% of staff to be able to work flexibly (either through hot desking, or working from home and has the added advantage of reducing the need to travel to meetings and reducing the Council's carbon footprint and travel costs).

This reflects recent political initiatives from both the previous government (2010 Family Friendly Working Hours Taskforce) and the current coalition government's commitment in relation to flexible working where the intention is to extend the right to all within the wider caring structure, e.g. grandparents and neighbours.

A consultation is expected in the autumn with legislation expected by 2012

3. Please provide details of whom you will consult on the proposed changes and if you do not plan to consult, please provide the rationale behind that decision.

Please note that you are required to involve disabled people in decisions that impact on them

No consultation has taken place internally however the strategy offers a wider range of options for staff which will support flexible working for officers who may have improved opportunities to be employed working from home.

Consultation on the strategy will take place with customers following CEB.

-
4. Can the adverse impacts you identified during the initial screening be justified without making any adjustments to the existing or new policy, strategy, procedure, project or service?

Please set out the basis on which you justify making no adjustments

There is potential as part of the consultation to get a details of the staff numbers already signed off and agreed as working from home and to agree a target for increasing home working as the technology improves to support telephone conferencing and links to all office based networks from home

The technology can be used as a part of a video telephone conferencing options with customers who wish to have online meetings.

This option will provide an improvement in our range of services for some disabled customers.

5. You are legally required to monitor and review the proposed changes after implementation to check they work as planned and to screen for unexpected equality impacts.

Please provide details of how you will monitor/evaluate or review your proposals and when the review will take place

The Council does not anticipate any adverse impacts from the proposed Telephony Strategy and will monitor the effectiveness and value for money of the new systems through robust contract monitoring processes built into the current procurement tender for the contract.

Lead officer responsible for signing off the EqIA:

Role: Jane Lubbock

Date: 20th August 2012

Note, please consider & include the following areas:

- Summary of the impacts of any individual policies

- Specific impact tests (e.g. statutory equality duties, social, regeneration and sustainability)
- Post implementation review plan (consider the basis for the review, objectives and how these will be measured, impacts and outcomes including the “unknown”)
- Potential data sources (attach hyperlinks including Government impact assessments where relevant)

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To: City Executive Board

Date: 12th September 2012

Report of: Environmental Development/Cleaner Greener Oxford Board

Title of Report: CARBON MANAGEMENT PLAN 2012-2017: "CARBON REDUCTION AT THE HEART OF EVERYTHING WE DO"

Summary and Recommendations

Purpose of report: This report details the refreshed and updated Carbon Management Plan for Oxford City Council for the next 5 years. The original plan was adopted by Council in April 2008. It has now been updated to reflect the significant progress made to date, the extended scope of emissions covered and the stretch target recently adopted by Council of a 5% year on year reduction in CO₂ emissions from Council buildings and operations.

Key decision? No

Executive lead member: Cllr John Tanner (Cleaner, Greener Oxford)

Policy Framework: Cleaner, Greener Oxford

Recommendation(s): The City Executive Board are asked to:

- (1). Adopt the Carbon Management Plan 2012-2017 as attached at Appendix 1,
- (2) Note that all departments across the Council will need to make sustained efforts to assist in delivery of the Plan and ensure targets are met (including contributing to maximising use of Salix funds) and;
- (3) support the ongoing development of the carbon management programme that will be managed by the Cleaner, Greener Oxford Board.

Appendices to report: **Appendix 1:** Carbon Management at the Heart of Everything we do: Oxford City Council Carbon Management Plan: 2012-2017 Version 1.2;
Appendix 2: Risk Register;
Appendix 3: Equalities impact assessment

Introduction and background

1. Oxford City Council adopted its first Carbon Management Strategy and Implementation Plan (Getting our House in Order) in 2008/09 which mapped out a path to a lower carbon council over 5 years and beyond. This was an ambitious Plan and the first key milestone was achieved in March 2011 with the Council implementing measures to reduce carbon dioxide (CO₂) emissions by 25% (ca2,500tCO₂) against the original 2005/6 baseline (ca10,000tCO₂).
2. In the first three years of the carbon management programme, the Council has received national recognition for its successes and achievements in this area.
3. This has led to a series of knock-on benefits attracting significant funds into the City and boosting activities in the City-wide approach to CO₂ emissions reduction. Since 2008 the Council has accrued the following significant achievements in the field:
 - Been the first local authority to achieve the Energy Reduction Verification kitemark in 2011
 - Been “*Highly Commended*” in the Low Carbon Council category of the Local Government Chronicle awards 2011/12)
 - Is one of 9 leading Local Authority (LA) areas in the UK invited to take part in the Department of Energy and Climate Change (DECC) sponsored Low Carbon Frameworks project (leading to winning nearly £360k of additional funding which has helped kick-start Oxford low carbon communities projects and Low Carbon Oxford initiative)
 - Launched and developed the innovative Low Carbon Oxford initiative – bringing together key “pathfinder” organisations in the City to reduce the Carbon footprint of Oxford
4. As part of the original carbon management plan, a 3% year on year CO₂ reduction target applied from 2011/12 onwards. However, the Council has now decided to raise its ambition recognising the progress made to date and its leadership role within the City. The 3% per year target will therefore be lifted to 5% per year. This will set the local standard for carbon reduction and act as a spur to the Low Carbon Oxford initiative, where pathfinders have currently committed to at least 3% year on year reduction.
5. A £300k revolving loan fund from 2013/14, operating in a similar way to the Salix fund, will assist with resourcing the additional stretch on the annual target. This fund will have a wider brief than Salix to enable carbon reduction through longer term and non-building related investments. It will maintain the principle applied using the Salix fund of including project management costs in the total of the loan to enable delivery of measures.

6. As the more obvious and accessible carbon reduction measures have already been implemented, it is now time to update the Carbon Management Plan to take account of the enhanced year on year reduction targets and changes in the scope of activities included. The revised plan; attached at Appendix 1 outlines the route to achieving the new goals and reflects the change in scope.
7. The revised Carbon Management Plan ("*Carbon Reduction at the Heart of everything we do*") outlines our programme of activity for carbon management over the next 5 years building on the strong platform of achievement to date. It sets out the strategic context and the 'case for action', our revised carbon emissions scope and baseline, proposed projects and areas of activity and actions to reduce our emissions, as well as the governance arrangements (and escalation routes) to keep the programme on track.

Scope of Emissions covered in the new plan

8. The scope of the updated carbon management plan will cover all sites that are the Council's energy billing responsibility, sites that are significant emissions sources within the Council's operations and sites where we can use Salix funds to implement energy efficiency measures. It will bring in significantly more CO₂ emissions sources than in the original baseline from 2005/6 as data availability and quality has improved. The scope goes beyond the level of that currently required for mandatory local government carbon reporting such as via the Carbon Reduction Commitment Energy Efficiency Scheme and the Department of Energy and Climate Change (DECC) Annual Green House Gas reporting.
9. The revised baseline year emissions for 2011/12 were approximately 10,600tCO₂. This means that the first year 5% target will require the Council to put measures in place to reduce CO₂ emissions by around 530tCO₂ during 2012/13. Over the five years to 2016/17 this will mean implementing carbon reduction measures of around 2400tCO₂.

Meeting the 5% year on year target

10. Stretching the target from 3% to 5% and the increased scope means that it is vital that the Council as a whole makes full contributions in reducing carbon emissions over the next 5 years. The following measures and approaches will be applied towards meeting the target over the 5 years to 2016/17:
 - Salix and Salix-Plus funded energy efficiency measures in buildings
 - Active energy management – monitoring and targeting – ISO 50001/Energy Management systems;
 - Estate rationalisation;
 - Member, Contractor and Staff energy awareness activities;
 - Waste reduction activities;
 - Fleet energy reduction;

- Renewable Energy installations – Solar PV and biomass;
- Use of Energy Services Companies / Energy Performance Contracts
- Carbon budgeting/accounting (see below)

Carbon accounting

11. An innovative carbon budgeting/accounting system is in the process of being introduced across the Council setting annual CO₂ targets per service area/cost centre. This will raise awareness of the need to monitor and reduce carbon emissions and hold departments accountable for performance. Full engagement with the carbon accounting process should bring forward carbon reduction opportunities as part of planned works as well as better housekeeping resulting in reduced carbon emissions

Risks and mitigating factors

12. The risks to the Council are failure to deliver the carbon management plan and miss opportunities to mitigate energy and carbon allowance spend increases and reduce the overall carbon footprint of the organisation. Reducing year on year CO₂ emissions will reduce the number of carbon allowances that the Council is required to purchase under the Carbon Reduction Commitment_Energy Efficiency Scheme (CRC_EES). The cost per tonne of CO₂ emitted during 2011/12 was £12 leading to a CRC_EES allowance payment of £61,344 during the reporting year 2011/12. The cost per tonne of CO₂ is set to rise in future reporting years. Other risks highlighted relate to delivery of the plan should for example resources available diminish or funding/budget cuts happen during the course of the implementation phase. A risk register is attached (see Appendix 2), outlining the potential risks including a risk to the future of the Salix fund if it is not possible to implement projects at the required rate of spend by the Salix administration. (Potentially having to return the £200k match fund won in 2008 that has assisted us in meeting our CO₂ reduction targets to date.)

Climate change implications

13. The Carbon Management Plan outlines how the Council will achieve its annual CO₂ reduction targets: one of the Council's key corporate priorities (Cleaner Greener Oxford). It will provide a framework for the Council achieving its annual CO₂ reduction targets and contribute towards minimizing the Council's carbon and ecological footprints.

Equalities Impact Assessment

14. Energy management and reducing the Council's carbon emissions is the responsibility of all Members, staff and contractors at the Council. An Equalities Impact Assessment is attached (See Appendix 2). The conclusion of this initial assessment is that there are no adverse impacts on any part of the community; however Oxford City Council is mindful of

the important leadership role we play across our communities. Energy costs have a disproportionate effect on those on the lowest incomes so it is vital that the Council communicates clearly the reasons for managing energy and reducing carbon emissions. The aims and progress of the Council's carbon management activities are communicated regularly to staff, citizens, community groups and businesses through various media such as the intranet, Your Oxford, regular press releases and through the Council's lead role in the Low Carbon Oxford and related initiatives (e.g. the Low Carbon Hub and the Low Carbon Living programme). Best practice and information on low carbon approaches from the Council's experience in delivery its carbon management plan are shared regularly with a range of stakeholders through these approaches.

Financial implications

15. Based on extrapolation from experience and expertise built up in meeting the 25% and 3% carbon targets from 2005/06, it was identified that in order to deliver the 5% year on year carbon reduction target a £300k Salix-style revolving loan fund ("Salix plus") for investment in carbon reduction measures, with less restriction than the existing Salix fund.
16. The £300k ("Salix plus") revolving fund bid was approved as part of the Medium Term Financial Plan from 2013/14 and will be reviewed as part of the annual refresh in the autumn.
17. Assuming it is approved, it is proposed that the new £300k revolving loan fund will mirror the rules of the existing £405k Salix fund and allow a project management fee for delivering a carbon reduction project to be wrapped up in the project cost and form part of the amount that is re-paid. This will mean that funds could be employed to pull in expertise to assist in developing projects up to full implementation. This will impact on the total available to spend on carbon reduction measures and will be kept under review.
18. The main funding streams for implementing low carbon technology across the estate in the period to end of 2016/17 are therefore the Salix £405k revolving loan fund and the £300k **Salix-Plus** fund assuming it is approved as part of the budget process.
19. Salix money can fund up to 5 times the monetary value of energy saving potential of any viable upgrade measures (e.g. lower energy lighting, heat recovery systems, and insulation measures). This will mean that Salix can provide added leverage to project funds and make project budgets go further.
20. The key to unlocking the potential of the fund is ensuring that Salix opportunities are fully considered at the appropriate stages of Council projects (e.g. Major refurbishment projects, office rationalisation projects) and that due consideration is given to working up the potential

savings/costs that are required to assess for Salix viability. Proactive input from all relevant parts of the Council is required to ensure projects are identified and flagged to the Energy team so that they can be worked up into Salix funded projects.

Energy utilities spend

21. Carbon reduction measures are a good risk management approach in mitigating the impact of year on year energy price increases which will affect the Council increasingly in future.
22. Oxford City Council avoided annual energy costs are calculated to be circa £290,000 per annum in 2011/12 relative to 2005/06 due to implementation of the carbon management programme of activities and installations. Continuation of strong progress in this area will lead to continued mitigation of energy utility cost increases.

Carbon Reduction Commitment Energy Efficiency Scheme (CRC_EES)

23. Reducing the risk of penalties and charges arising from the Carbon Reduction Commitment Energy Efficiency Scheme (CRC_EES) are also key benefits of establishing a robust carbon management plan and achieving year on year carbon reduction targets. Reducing year on year CO₂ emissions will reduce the number of carbon allowances that the Council is required to purchase under CRC_EES. The cost per tonne of CO₂ emitted during 2011/12 was £12 leading to a CRC_EES allowance payment of £61,344 during the reporting year 2011/12. The cost per tonne of CO₂ is set to rise in future reporting years.

Legal implications

24. There are no legal implications related to this strategy itself aside from the Council's related need to fulfill the statutory requirements of the Carbon Reduction Commitment Energy Efficiency Scheme (CRC-EES) legislation. A robust carbon management strategy will assist in providing a framework for managing and reducing carbon emissions and the impact of the CRC-EES.

Staffing Implications

25. There are no staffing implications to the establishment.

Name and contact details of author:-

Name Paul Spencer

Job title Energy & Carbon Manager

Service Area / Department: Environmental Development/Energy&Climate Change team

Tel: 01865 252238 e-mail: pspencer@oxford.gov.uk

Appendix 1: Carbon Management Plan 2012-2017

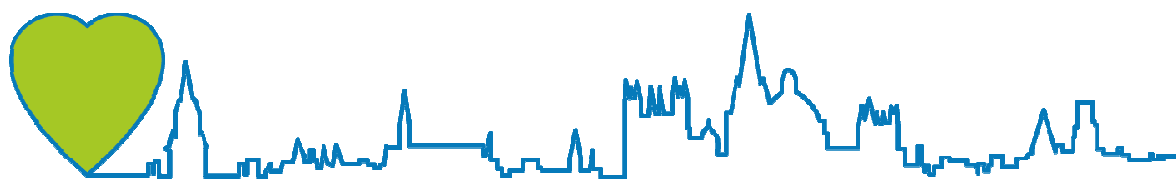
Appendix 2: Risk Register

Appendix 3: Equalities Impact Assessment

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Carbon Reduction at the Heart of everything we do



Oxford City Council Carbon Management Plan:
2012-2017

*Towards a 5% year on year reduction in carbon dioxide
(CO₂) emissions*

*Authors: Paul Spencer, Paul Robinson, Energy & Climate Change team,
Environmental Development, Oxford City Council
August 2012*

Carbon Reduction at the Heart of everything we do

Oxford City Council Carbon Management Plan: 2012-2017

1. Introduction

Oxford City Council adopted its first Carbon Management Strategy and Implementation Plan (Getting our House in Order) in 2008/09 which mapped out a path to a lower carbon council over 5 years and beyond. This was an ambitious Plan and the first key milestone was achieved in March 2011 with the Council implementing measures to reduce carbon dioxide (CO₂) emissions by 25% (ca2,500tCO₂) against the original 2005/6 baseline (ca10,000tCO₂).

In the first three years of the carbon management programme, the Council has achieved acclaim for its successes and achievements to date in the area of carbon management. This has led to a series of knock-on benefits attracting significant funds into the City and boosting activities in the City-wide approach to CO₂ emissions reduction. Since 2008 the Council has accrued the following significant achievements in the field:

- won significant match funding to create an internal revolving Salix fund of £405k to implement low carbon technologies across the Council
- won two major national awards (Energy Saving Trust Green Fleet heroes and Carbon Trust Innovation Award – 2009/10)
- first local authority to achieve the Energy Reduction Verification kitemark in 2011
- “*Highly Commended*” in the Low Carbon Council category of the Local Government Chronicle awards 2011/12)
- one of 9 leading LA areas in the UK invited to take part in the DECC sponsored Low Carbon Frameworks project (leading to winning nearly £360k of additional funding which has helped kick-start Oxford low carbon communities projects and Low Carbon Oxford initiative)
- launched and developed the innovative Low Carbon Oxford initiative – bringing together key “pathfinder” organisations in the City to reduce the Carbon footprint of Oxford
- Green Apple award winner 2008/9 for Oxford is My World
- short-listed for Guardian Public Sector Sustainability Awards 2010/11

As part of the original carbon management plan, a 3% year on year CO₂ reduction target applied from 2011/12 onwards. However, the Council has now decided to increase its ambition mindful of the progress made with its carbon reduction activities, and its leadership role in this area. The 3% per year target will be lifted to 5% per year. This will set the local standard for carbon reduction and act as a spur to the Low Carbon Oxford initiative, where pathfinders have currently committed to a 3% year on year reduction.

A £300k revolving loan fund from 2013/14, operating in a similar way to the Salix fund, will assist with resourcing the additional stretch on the annual target. This fund will have a wider brief than Salix to enable carbon reduction through longer term and non-building related investments. It will maintain the principle applied using the Salix fund of including project management costs in the total of the loan to enable delivery of measures.

As the more obvious and accessible carbon reduction measures have already been implemented, it is now time to update the Carbon Management Plan to take account of the enhanced year on year reduction targets and changes in the scope of activities included. The revised plan will outline the route to achieving the new goals and reflect the change of scope.

This revised Carbon Management Plan (“***Carbon Reduction at the Heart of everything we do***”) outlines our programme of activity for carbon management over the next 5 years building

on the strong platform of achievement to date. It sets out the strategic context and the 'case for action', our revised carbon emissions scope and baseline, proposed projects and areas of activity and actions to reduce our emissions, as well as the governance arrangements (and escalation routes) to keep the programme on track.

There is compelling global consensus and supporting evidence that we need to act now to reduce the impact we are having on the rate of global warming. Rising energy prices, budget constraints, and diminishing conventional energy resources also mean it is imperative that we improve energy efficiency and reduce our reliance on fossil-derived energy across Oxford City Council.

The Vision for 2012 to 2017:

Oxford City Council will place
**“Carbon Reduction at the Heart of
everything we do”** and continue to reduce
carbon emissions in our estate and
operations as efficiently and effectively as
possible.

We will continue to provide wider leadership
to local businesses, communities and
households in reducing the overall carbon
footprint of the City through our Low Carbon
Oxford initiatives

2. Drivers/Links to key programmes at Council (external and internal)

External drivers

Low Carbon Oxford

In 2010, the City Council launched the Low Carbon Oxford (LCO) Charter on behalf of the Oxford Strategic Partnership, bringing together organisations from across the City to tackle climate change and its impacts. This pioneering approach brings together private and public sector bodies, the universities and community groups as Pathfinders in a collaborative approach to creating a sustainable, low carbon economy in our city.

Each organisation has committed to a 3% year on year reduction in CO₂ emissions. Signatories include Oxford City Council, University of Oxford, Oxford Brookes University, Oxfordshire County Council, Mini Plant Oxford, Unipart, Stagecoach, Marks & Spencer, B&Q, Buildbase, Serco, a2dominion, 2degrees, Blake Laphorn and community groups such as Low Carbon West Oxford. The LCO initiative continues to grow with recent recruits in 2012 being: Thames Valley Police, Grosvenor Estates, Oxford Student Hubs and the Hub Commercial Venture (parent company of the Turl Street Kitchens).

One of the projects within the LCO initiative is an Energy Efficiency Forum where sustainability and energy management professionals from participating Pathfinder organisations meet up and share ideas and experience to improve knowledge and understanding of low carbon technologies and approaches. This forum provides input as a “critical friend” to all Pathfinders and is working on specific projects to advance energy management approaches and review available technologies. The Energy Efficiency Forum

will assist in driving forward the Council's progress and meeting year on year carbon reduction targets.

National/international legislation

Continuing progress in the area of energy and carbon reduction is key to meeting requirements such as those emerging from international and national legislative backdrops e.g. Climate Change Act 2008 and the Carbon Reduction Commitment_Energy Efficiency Scheme (CRC_EES), and the Government Greenhouse Gas Reporting requirements. Reducing year on year CO₂ emissions will reduce the number of carbon allowances that the Council is required to purchase under the Carbon Reduction Commitment_Energy Efficiency Scheme (CRC_EES). The cost per tonne of CO₂ emitted during 2011/12 was £12 leading to a CRC_EES allowance payment of £61,344 during the reporting year 2011/12. The cost per tonne of CO₂ is set to rise in future reporting years.

Internal drivers

Corporate Plan

One of the Council's key overarching priorities which have been used as its guiding principles in constructing the current budget (2011-2015) places environmental sustainability and carbon reduction at the heart of everything that the Council does. This cuts across all of the Council's key priorities. <http://www.oxford.gov.uk/Direct/CorporatePlan201115.pdf>

As outlined above, Oxford City Council is adding a further stretch to its LCO commitments by raising its annual year on year target to a 5% reduction in CO₂ emissions, from 2012/13.

Council internal strategies and plans that will have key dependencies or should have close links with the carbon management plan include:

Asset Management Plan

Driven by Corporate Property, the Asset Management plan provides a statement of how the Council is managing its land and buildings, setting future direction and provides a framework for Corporate decision making on property. This will be important for planning and prioritising carbon reduction and management approaches in Council owned and operated buildings, providing clearer understanding of the priorities and identifying potential areas of cross-over with the Carbon Management Plan – eg development/regeneration projects such as the Depot Rationalisation Plan, Council housing development and leisure centre development substantive work programmes.

Leisure/Fusion Management Plan

A key section of this plan outlines targets for energy and carbon reduction within the leisure centres currently being managed by Fusion Lifestyle Ltd. Making up over 40% of the Council's buildings carbon footprint, continuing cooperation from Fusion in reducing energy consumption and carbon emissions in these buildings will be crucial to the Council keeping on track with its year on year targets. The revised Carbon Management plan will be a key source of reference for the ongoing City Council/Fusion energy and carbon management meetings (currently held every 6 weeks) to drive and review progress on implementation of Salix funded carbon reduction initiatives in leisure buildings.

Green Fleet review/Staff workplace travel plan

Continuing implementation of recommendations from the Energy Saving Trust green fleet review and development of the staff workplace travel plan will contribute to the aims of this Carbon Management Plan in tackling Carbon emissions associated with fleet use and staff business travel. It is timely to consolidate the staff workplace travel plan and roles and responsibilities for delivery. An updated plan should be developed in line with timings of the overall carbon management plan with an associated communications campaign to raise

awareness of areas within staff control for limiting carbon emissions from this part of the emissions scope.

Waste Management Strategy (including internal recycling)

Development of the Council's latest Waste Management strategy should give due consideration to potential impacts on carbon emissions from municipal waste collection approaches. Any changes in rounds collections or waste disposal routes may have an impact on fleet fuel consumption (e.g. from refuse trucks and tippers) and hence affect Council carbon emissions.

There are very good carbon emissions reduction reasons for expanding the collection of waste/recycling to reduce the amount of the municipal waste stream going to landfill (as well as the usual economic and wider environmental reasons). Whilst overall carbon emissions may decrease for Oxford in such a scenario, the operational footprint of Oxford City Council could increase.

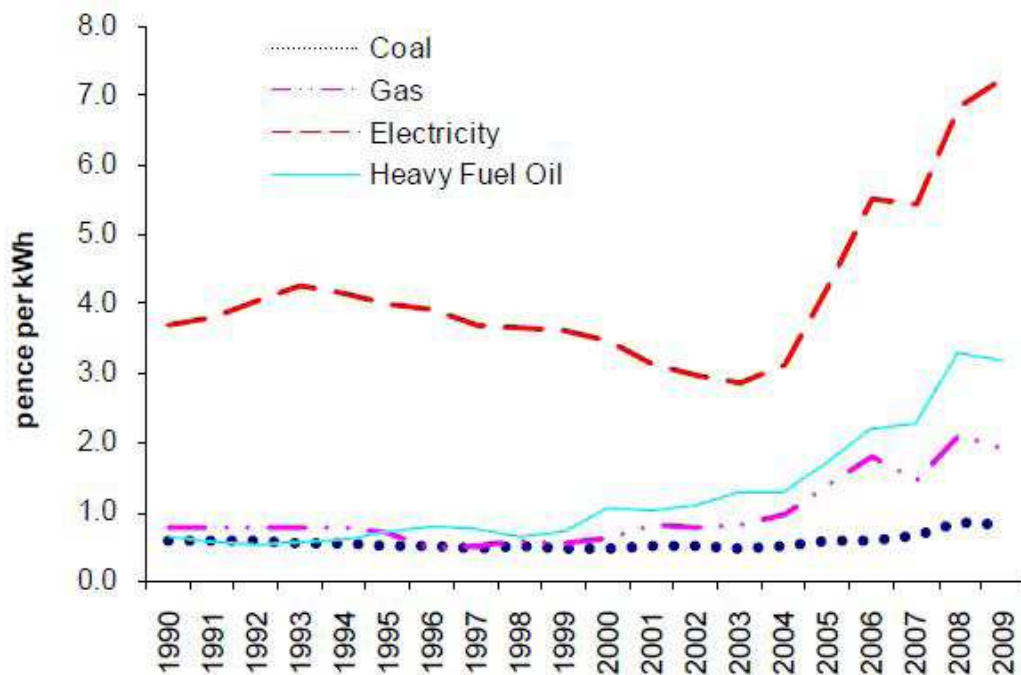
Consolidation and continuation of the council-wide internal recycling scheme (with review of roles/responsibilities for ongoing delivery) will ensure that the Council's own generated waste sent to landfill is limited (waste to landfill is one area of scope of the Council's CO₂ emissions, see Section 4 below).

Low Emissions Strategy: Oxford

An Oxford City-focussed Low Emissions Strategy (LES) was commissioned in 2010 following the winning of Defra funding and has been reviewed where relevant in developing this updated Carbon Management Plan. The LES strategy is much broader in scope and coverage than the Carbon Management Plan and outlines approaches for improving air quality in the City of Oxford and reducing carbon emissions.

3. Case for action/risks

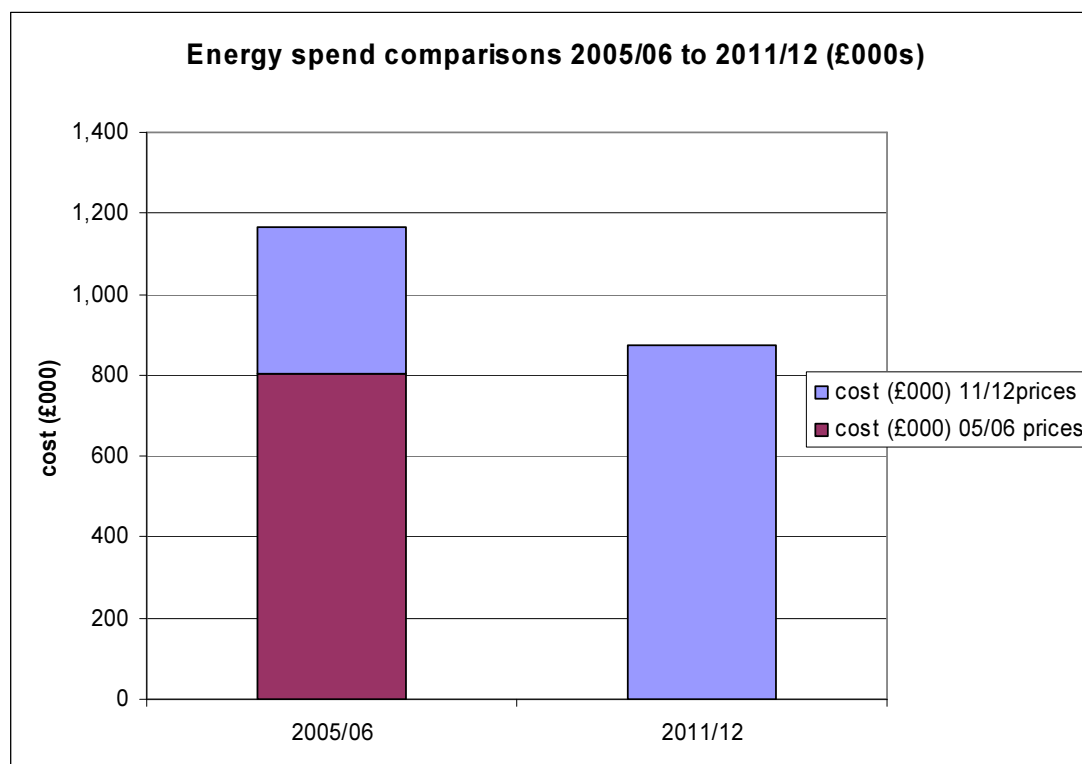
Increasing budgetary pressures and rising energy costs make the case for energy and carbon reduction action ever stronger with added benefits of delivering improved operational efficiencies within the Council and value for money. Building carbon reduction (and by implication energy reduction) capacity has the direct effect of reducing energy spend which is crucial in providing effective resource management and mitigating risk against future expected energy price rises.



The figure above shows Department of Energy and Climate Change (DECC) sourced data on energy prices from 1990 to 2009. Steep rises in gas and electricity prices have been experienced since 2004. Average price Increases in the period 2004- 09 are electricity - 133%, and gas 98%. This informal trend is expected to continue.

Carbon reduction measures are also a good risk management approach in mitigating the impact of year on year energy price increases which will affect the Council increasingly in future.

Oxford City Council avoided annual energy costs for its core buildings are calculated to be circa £290,000 per annum in 2011/12 relative to 2005/06 since implementation of a carbon management programme of activities and installations i.e. if the Council was consuming energy at the same levels as it was in 2005/06 in its core buildings, the energy spend would be ca £290,000 higher than it is today. The bar chart below illustrates this with energy spend in core buildings in 2005/06 shown compared to 2011/12 at today's prices (blue bars). Energy spend at prices current to the 2005/06 period are also detailed (red bar) to highlight the impact of energy price increases in recent years.



Reducing the risk of penalties and charges arising from the Carbon Reduction Commitment Energy Efficiency Scheme are also key benefits of establishing a robust carbon management plan and implementation plan and achieving year on year carbon reduction targets.

Providing wider leadership in the emerging area of carbon reduction assists in inspiring others to do the same and develop confidence in individuals and organisations to take action, supporting the overall aims of the Low Carbon Oxford initiative to reduce CO₂ emissions in Oxford City.

4. Expanded CO₂ Emissions boundary/Scope

The original CO₂ emissions baseline data was based on the financial year 2005/6. The emissions boundary was limited to areas that demonstrated significant carbon emissions and where sufficient data was available at the time; were in the direct influence/control of the City Council and could realise financial benefits as a direct result of carbon reduction initiatives.

The following sources of emissions were addressed:

- All Council (operational) buildings (existing and new) – including swimming pools, sports facilities, car parks, pavilions, public conveniences etc
- Vehicles/Fleet
- Staff travel/Travel at Work (i.e. business travel/staff owned cars used to conduct council business [grey fleet] etc)
- Waste disposal to landfill (Council generated) – *(subject to adequate data availability)*

As outlined as an aspiration in the original carbon management plan, it is proposed that the above scope should be expanded to include emissions from:

- Communal areas of Oxford City Council Housing stock that are the billing responsibility of the Council (including Temporary Accommodations sites where viable) – ca. 1760tCO₂/yr (2010/11, from invoiced consumption data)
- Other miscellaneous buildings/sites that now are the billing responsibility of the Council (eg new sites, misc. smaller sites not previously included in 2005/6 baseline)

The scope of the updated carbon management plan will cover all sites that are the Council's energy billing responsibility, sites that are significant emissions sources within the Council's operations and sites where we can use Salix funds to implement energy efficiency measures. It will bring in significantly more CO₂ emissions sources than in the original baseline from 2005/6 as data availability and quality has improved. The scope goes beyond the level of that currently required for mandatory local government carbon reporting such as via the Carbon Reduction Commitment_Energy Efficiency Scheme and the Department of Energy and Climate Change (DECC) Annual Green House Gas reporting.

Emissions savings made from "Green" electricity purchasing will **not** be accounted for in the emissions baseline – unless the Renewable Obligation Certificates can be retired by the City Council - in accordance with advice from Carbon Trust consultants.

The New Scope

The following table and charts give a breakdown of the main sources of CO₂ emissions at Oxford City Council for the revised and expanded scope (2010/11 data). (note: *Financial data is based on average unit costs, so indicative only. All categories have increased in scope and quantity of sites covered compared to 2005/6 baseline.*)

Category		tCO ₂ 2010/11	%	Estimated Cost £k	%
Buildings and other sites	Offices	1,047	10%	183	7%
	Sports Pavilions	212	2%	38	1%
	Public Conveniences	115	1%	21	1%
	Leisure Centres	3,329	31%	582	23%
	Council Housing (Communal supplies)	1,761	16%	308	12%
	Car Parks	408	4%	75	2%
	Other buildings	480	4%	85	3%
	Depots	583	5%	102	4%
	Transport	Fleet (<i>Council owned refuse trucks, vans, etc</i>)	2,121	19%	1,131
Grey fleet (<i>eg staff vehicles used for council business, public transp</i>)		91	1%	50	2%
Waste	Operational Waste to Landfill	746	7%	2	0%
Totals		10,894	100%	2,577	100%

Excluded from the New Scope

Water consumption and CO₂ content The carbon dioxide emissions content of water (e.g. from processing and transport) is small relative to emissions from electricity, gas and fuel consumption in our buildings and vehicles (ca <1% of total CO₂ emissions for the Council).

The Sustainability Strategy adopted by the City Council set a 3% water consumption reduction target from 2010/11 relative to a 2008/09 baseline. Total water consumption in that year was ca 176,000m³ costing the council ca £250k in water and wastewater costs. CO₂ emissions associated with this water consumption are equivalent to ca 71tCO₂/yr. It is proposed that the CO₂ content of water will not be included in the annual reporting for the Carbon management plan given the relatively small CO₂ content. However annual water consumption figures across the estate will be monitored and reported alongside the Carbon management reporting where data quality is good (e.g. large buildings and operations) and systems developed to improve water consumption data (e.g. water smart meters in large buildings where possible) and reduce water consumption.

Procurement and CO₂: Estimates based on the assessment made by other local authorities suggest that our procurement of goods and services results in a material carbon emissions figure though this can be difficult to isolate for carbon reduction purposes.

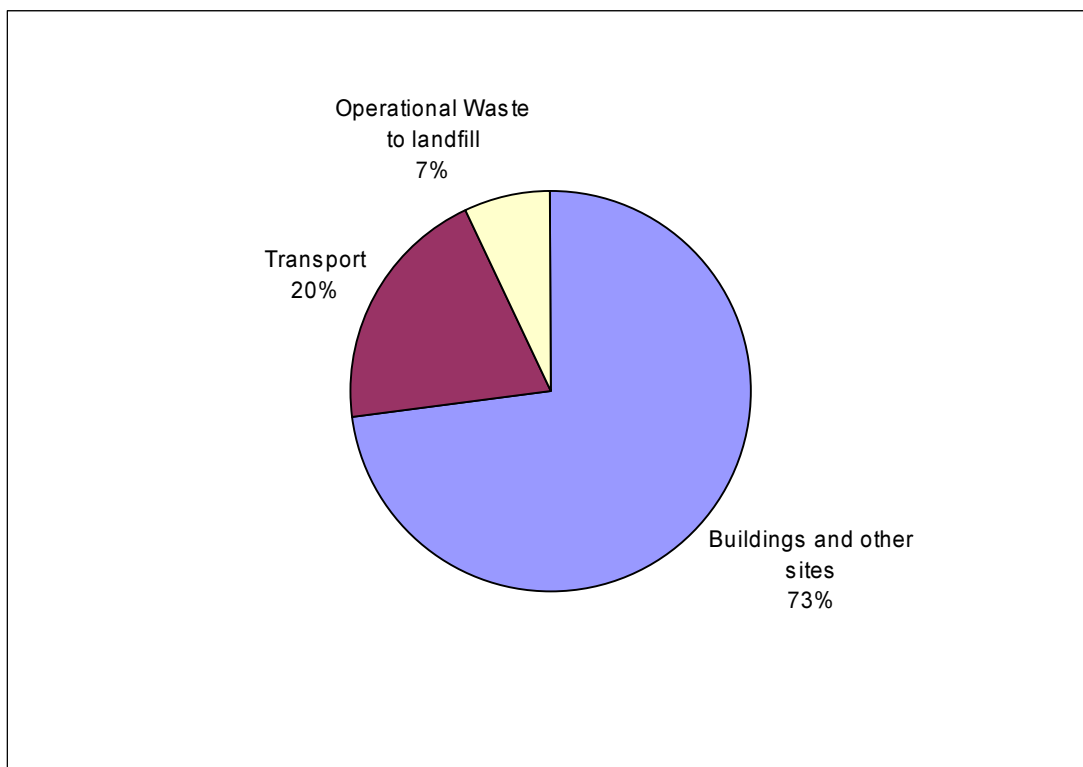


Figure 1: Breakdown of CO₂ emissions per main category 2010/11

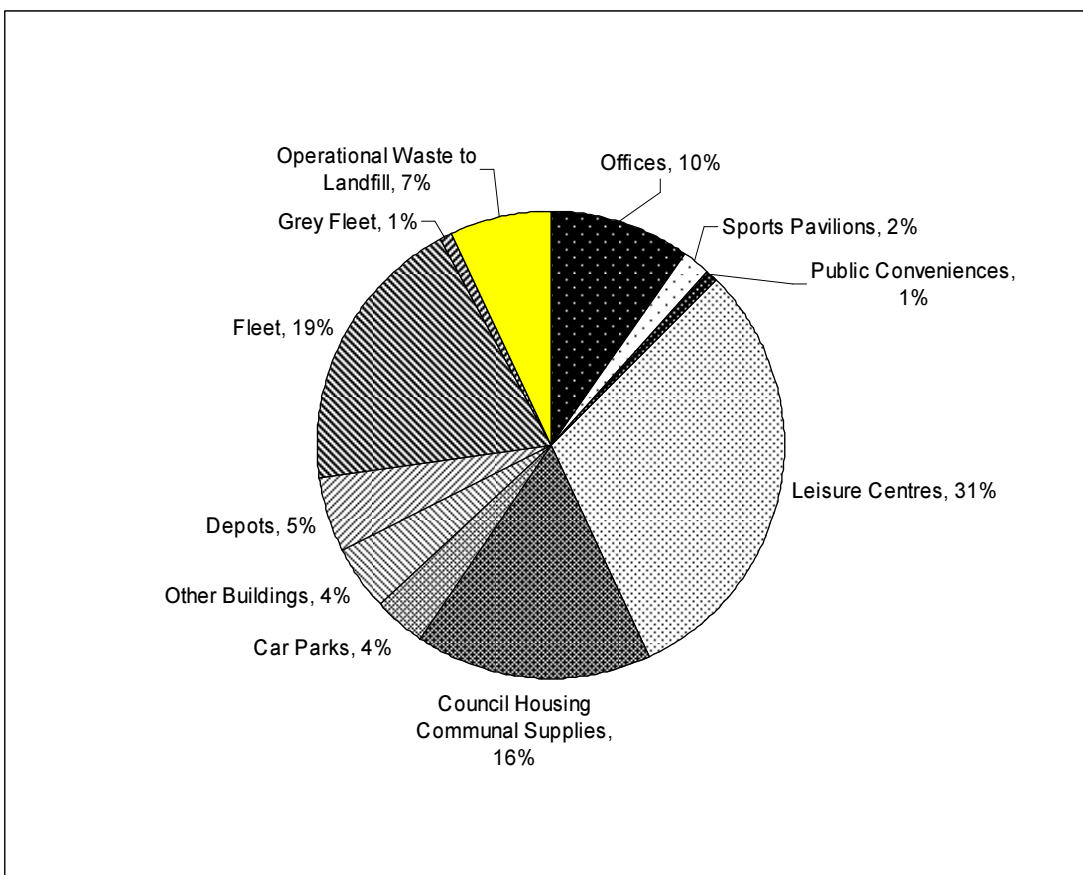


Figure 2: Breakdown of CO₂ emissions sources by category (further detail) 2010/11

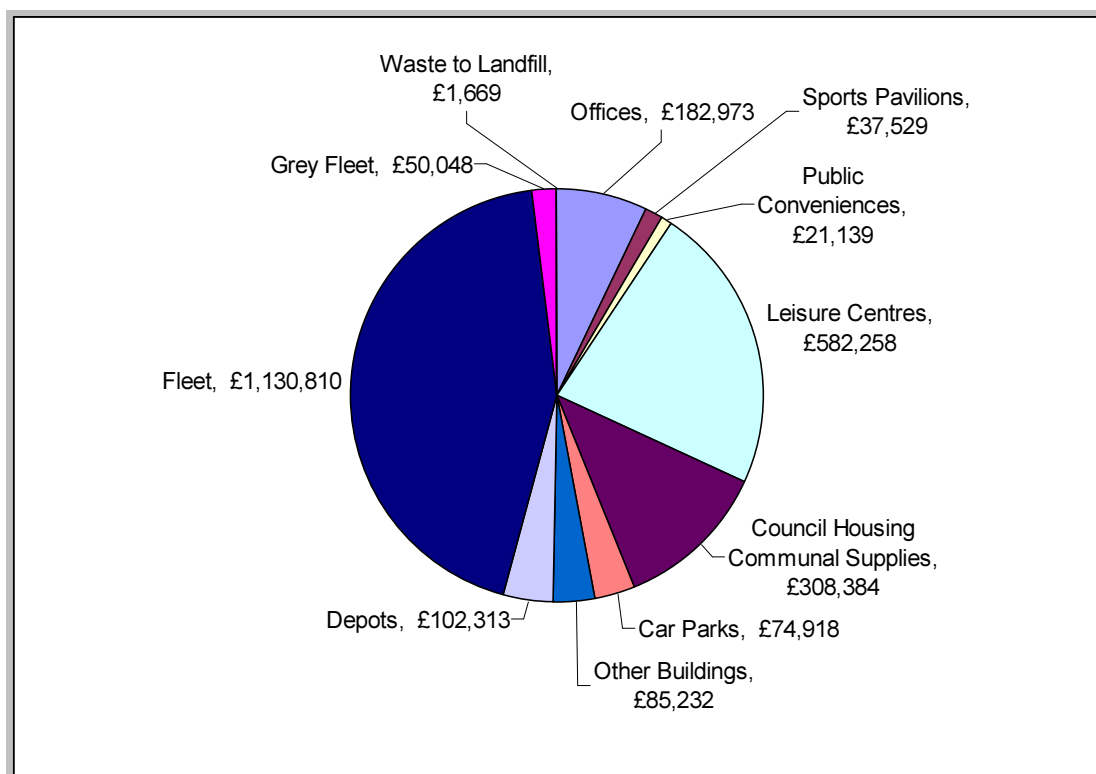


Figure 3: Breakdown of indicative annual energy/fuel costs (£) per year by category for 2010/11. (Waste to Landfill refers to Council operational waste only, not municipal waste)

5. Performance to date

In 2005/6 total CO₂ emissions for the original (more limited) scope was about 10,000tCO₂ (This is based on emissions factors for that period, excluding energy supplied to Council housing communal areas and other sites since identified). By March 2011, we had implemented a range of measures to reduce CO₂ emissions by 2500tCO₂ in line with our 25% target.

In 2011/12 the target was a 3% - ca 300tCO₂ - year on year carbon reduction, and measures have been implemented to reduce CO₂ emissions by 3% in 2011/12. Most carbon reduction capacity in Oxford City Council has come from a range of technical fixes and approaches such as:

- Pool covers;
- Lighting upgrades;
- Variable Speed Drives;
- Staff awareness programmes and active carbon champions network;
- Fleet energy reductions;
- Reductions in council generated waste sent to landfill; and
- Building disposals

Technical fixes have largely been funded using the Salix fund.

Other savings in the first phase of the carbon reduction plan have arisen from the transfer of IT server operations to County Council (ca. 200tCO₂) and to a lesser extent from office rationalisation (Blue Boar Street disposal, 68tCO₂). "Windfall" CO₂ savings such as these

account for only about 11% of the total 2,500tCO₂ figure for implemented carbon reduction measures.

6. Achieving CO₂ reduction targets to end 2016/2017

The Council intends to demonstrate leadership in carbon reduction across Oxford by extending our own target to an average 5% reduction year on year. (Pathfinder organisations signed up to Low Carbon Oxford Charter are currently committed to a 3% year on year target.) This move from 3% to 5% year on year, along with the widened scope of emissions falling within our boundary (described in section 4. above) represent a significant (ca 126%) stretch on our target. (ie. carbon reduction measures calculated to reduce 126% more CO₂ emissions need to be implemented in the period to end 2016/17 when compared to the previous scope/target – see below).

Using best available data for 2011/12, Table 1 (below) shows the way the target builds over the period to 2016/17. It can be seen that this results in an overall target for the period to end 2016/17 of implementing measures to reduce carbon emissions by **2396 tCO₂** (ca 23% reduction over the period).

The following table shows the projected breakdown of annual reductions in CO₂ emissions to meet the 5% year on year reduction target:

Baseline year 2011/12*	(10,594*) tCO ₂ /y	Average 5% target/yr , tCO ₂ /y	Cumulative, tCO ₂ /y
2012/13	10064 projected	530	530
2013/14	9561 projected	503	1033
2014/15	9083 projected	478	1511
2015/16	8629 projected	454	1965
2016/17	8198 projected	431	2396

Table 1: Breakdown of year on year projected reduction targets: Oxford City Council carbon management plan 2012-17

* based on 300tCO₂ (3% target for 11/12) less than 2010/11 total (10894tCO₂)

It should be noted that the 5% year on year target and new widened scope means that measures will need to be implemented in the period to end 2016/17 that result in 126% more carbon emissions than with the original scope including the 3% year on year target.

Carbon reduction measures that need to be implemented to end 2016/17:

Original emissions scope (c.7500 tCO₂ in 11/12),
and old 3% year on year target = 1059tCO₂

New widened scope, 5% year on year target = 2396 tCO₂ (+126%)

This is an ambitious stretch, to be delivered within existing staffing resources. It is recognised that to achieve this target each year there will need to be full and sustained corporate engagement, building upon the earlier experience. In this setting, the additional individual initiatives necessary to achieve the carbon stretch must be driven forward without requiring significant staffing resource. A contingency provision may be required to cover any variances.

How we will achieve our annual reduction targets

Stretching the target from 3% to 5% and increased scope means that it is vital that we have full engagement from all Service areas of the Council over the next 5 years. This is anticipated to be difficult as every department is moving to leaner delivery of their priorities and they do not necessarily overlap with those of the carbon management plan. It is envisaged this full cooperation will maximise the possibility of achieving our 5% reduction target via the following measures and approaches over the 5 years to 2016/17:

- **Salix and Salix-Plus funded energy efficiency measures in buildings**

Continue to build on the use of the £405k Salix revolving loan fund to realise the installation of energy savings technologies in OCC buildings and sites. For example LED lighting upgrades, pool covers (and pool heat retention/reduction), variable speed drives, more energy efficient boilers, insulation measures etc. Use of Salix-Plus fund (£300k assigned to resource the stretched target from 3% to 5% year on year carbon reduction) for projects with paybacks beyond 5 years and for use on non-building related carbon reduction saving projects.

Estimated saving: 800tCO₂/yr

- **Active energy management – monitoring and targeting – ISO 50001/Energy Management systems**

Maintain and consolidate ongoing activity in the area of dynamic energy management approaches using smart meter data to assess expected versus actual consumption at City Council sites. Continual assessment and communication of building energy consumption data and escalation of consumption anomaly issues as they are identified. Continue the roll out of Smart meters across the estate where viable (and extend to water for core sites where viable).

Estimated saving: 200tCO₂/yr

- **Estate rationalisation**

The Council will continue to look at ways to rationalise our building footprint for carrying out Council operations, consolidating buildings and moving to modern working styles. This includes office, depot and leisure centre rationalisation such as combining two depots/operations into one site, disposal of Ramsay House, and three leisure centres in to one (new competition pool at Blackbird Leys Leisure Centre with disposals of Blackbird Leys swimming pool and Temple Cowley swimming pool).

Estimated saving: 650tCO₂/yr

- **Member, Contractor and Staff energy awareness activities**

Continue to develop the Council's active network of Carbon Champions to help promote the aims and rationale behind carbon and energy reduction activities and to identify and target any areas for energy efficiency improvements in estates buildings and operations.

Provide regular communications through email, intranet and notice boards on the Council's progress against annual CO₂ reduction targets and highlight good performance in office buildings where viable (eg develop floor by floor targets/competition in St Aldates Chambers offices where submetering of electricity, gas and water will allow this).

Estimated saving: 100tCO₂/yr

- **Waste reduction activities**

Develop a robust Council-wide recycling system reducing the amount of operational waste sent to landfill sites and increasing recycling rates for Council generated waste. Ensure that waste collection data systems are in place to effectively track performance.

Estimated saving: 100tCO₂/yr

- **Fleet energy reduction**

Installation and use of vehicle monitoring systems to optimise fleet performance and ongoing eco-driver training courses to ensure optimal use of vehicles by Council staff. Continue to investigate use of lower carbon fleet technologies and drive down annual energy consumption in fleet vehicles. Provide incentives to staff to use bicycles or public transport to conduct council business rather than use staff-owned vehicles where possible. Further development and consolidation of the Staff Workplace Travel plan.

Estimated saving: 150tCO₂/yr

- **Renewable Energy installations – Solar PV and biomass**

Make the best use of supporting mechanisms for the installation of renewable energy technologies across the estate. For example, using the Feed-in-Tariff (FiT) for improving the business case for Solar PV electricity panels and the Renewable Heat Incentive (RHI) for biomass installations at viable sites.

Estimated saving: 150tCO₂/yr

- **Use of Energy Services Companies / Energy Performance Contracts**

Review the options for using Energy Services Companies (ESCOs) for management of new heat/electricity installations on sites (eg use of biomass boilers and management and supply of wood chips/pellets), or Energy Performance Contracts (EPCOs) for large scale carbon reduction projects across the estate.

Estimate saving: 100tCO₂ – linked to large scale retrofits for energy efficiency

- **Carbon budgeting/accounting**

Implement carbon budgeting/accounting system setting annual CO₂ targets per service area/cost centre with potential penalties/rewards for over/under shooting on targets (tbc). This will raise awareness of the need to monitor and reduce carbon emissions and hold departments accountable for performance. Full engagement with carbon accounting process should bring forward carbon reduction opportunities as part of planned works as well as better housekeeping resulting in reduced carbon emissions.

Estimated saving: 150tCO₂/yr

Total estimated potential annual savings over 5 years identified above: 2,400 tCO₂

7. Funds and resources

Based on extrapolation from experience and expertise built up in meeting the 25% and 3% carbon targets from 2005/06, it was identified that in order to deliver the 5% year on year carbon reduction target the following additional resource would be required:

- a £300k Salix style revolving loan fund for investment in carbon reduction measures, with less restriction than the existing Salix fund, and

The £300k (Salix plus) revolving fund bid was approved in the 2010/11 budget process (and is available from 2013/14).

It is proposed that the new £300k revolving loan fund will mimic the rules of the existing £405k Salix fund and allow a project management fee for delivering a carbon reduction project to be wrapped up in the project cost and form part of the amount that is re-paid. This will mean that funds could be employed to pull in expertise to assist in developing projects up to full implementation. This will impact on the total available to spend on carbon reduction measures and will be kept under review.

Unlocking the potential of the Salix fund across the Estate

The main mechanisms for funding low carbon technology fixes across the estate in the period to end of 16/17 are the Salix £405k revolving loan fund and the £300k **Salix-Plus** fund (available from 2013/14).

Salix is currently only able to be used in buildings and other sites within the estate – where paybacks must, in general, be 5 years. The Salix-Plus fund is an additional £300k internal pot of money to be used in a similar way to Salix – however it will provide opportunities for use of funds where Salix is currently not possible e.g. if the paybacks are beyond five years or for use on non-building related energy savings. This could include improvements in fleet technologies or reduction in waste sent to landfill that will lead to reduced carbon emissions.

Although many easily accessible “lower-hanging fruit” projects for carbon reduction using Salix funds have been realised there is no shortage of potential across the estate to maximise use of the Salix fund. However proactive input from all parts of the Council in unlocking the potential of the Salix fund will be crucial in meeting our annual carbon reduction targets.

Salix money can fund up to 5 times the monetary value of energy saving potential of any viable upgrade measures (e.g. lower energy lighting, heat recovery systems, insulation measures). This will mean that Salix can provide added leverage to project funds and make project budgets go a lot further. The following areas currently present significant potential for use of the Salix fund but require working of Salix spend into the existing project plans:

- Community Centres upgrade: Many community centres are in line for major upgrade/refurbishment work which could present a good range of Salix spend potential
- Depot rationalisation project: closing of two depots and construction of completely new multi-functional site
- Public conveniences: All City council owned public conveniences are in line for major upgrade/refurbishment
- Pavilion modernisation: Many pavilions are in line for major upgrade/refurbishment and new build which will present Salix funding opportunities
- Leisure centre ongoing improvements/upgrades in partnership with Fusion
- Communal areas of council housing stock where the council pays the energy bills
- Opportunities for use of Salix in any upgrade work that may emerge from the Estate-wide building condition survey £7m project underway

The technical advancement of certain technologies over the last 18 months will also lead to new projects – such as with the deployment of LED lighting which presents knock on benefits of reduced maintenance and lamp replacement costs.

The key to unlocking the potential of the fund is ensuring that Salix opportunities are fully considered at the appropriate stages of the projects and that due consideration is given to working up the potential savings/costs that are required to assess for Salix viability. Proactive input from all relevant parts of the Council is required to ensure projects are identified and worked up into Salixable projects.

The Energy & Climate change team has the resource to do the bulk of the energy assessments and calculations required (or get technical help where required), the projects need to be rapidly identified by relevant teams managing the projects and factored in to considerations where work is underway on buildings or being considered for upgrade, refurbishment or replacement of old kit being planned.

The above present broad headline areas that present new additional Salix spend opportunities and need to be advanced as quickly as possible to build up a critical mass of

Salix funded projects going forward and to ensure meeting of annual Carbon reduction targets with existing resources.

Programme coordination

The carbon management programme will continue to be coordinated by the Energy & Climate Change team in Environmental Development with support and crucial input from Corporate Property, City Leisure and Direct Services (Fleet and waste management) teams. This will follow the current pattern of regular Salix and Carbon reduction review meetings with Corporate Property and the Council/Fusion Carbon management meetings.

The Energy & Climate Change team will coordinate delivery of the key corporate priority of the carbon management programme 5% year on year target described above (along with other corporate targets of 3% year on year reduction in water use across the estate, and 40% carbon reduction across the city by 2020 via council-side management of the Low Carbon Oxford programme and other initiatives such as Oxford Green Deal-Plus). It is currently resourced as follows:

Paul Robinson, Team Leader Energy & Climate Change,

Paul Spencer, Energy and Carbon Manager,

Andrew Sunderland, Assistant Energy Officer (currently on a fixed-term contract to March 2013),

Jenny Carr (Sustainable Energy Officer).

Estate wide support and input (including full cooperation from Fusion Lifestyle Ltd managing the leisure centres) to the programme will be essential to delivering the CO₂ reduction targets.

8. Governance/ownership

All employees are responsible for contributing to the ongoing reduction of carbon emissions and to meeting targets in line with the Corporate Plan's aspirations to ensure that carbon reduction is at the heart of all of the Council activities. Carbon reduction activities/targets could be included in departmental/personal objectives to help to embed this in to Council day to day operations.

The plan will be owned and governed by the Cleaner Greener Board, with critical input from the Carbon and Natural Resource Members Board (key officers, Cleaner Greener portfolio holder and representatives from the other main parties).

Regular highlight reports to Boards will assess progress against the Carbon Management Plan objectives in the Environmental Sustainability Team Milestone Plan. Any blockages with progress on specific areas of the plan will be escalated through Cleaner Greener Board without delay.

Re-instigation of a Carbon check approval process or similar mechanism (eg scrutiny of/intervention on Forward Plan) for all City Executive Board and other major Council reports will identify any potential impacts on/opportunities for the carbon management plan and 5% target. These could include planned building disposals (which lead to a reduced CO₂ footprint), refurbishments or other changes to estate operations that may present Salix or Salix-Plus funding options or any measures that may lead to an increase in annual CO₂ emissions such as building extensions, fleet fuel consumption increases due to changed collection rounds, etc.

The impacts of any CEB proposals should also be quantified in terms of their CO₂ impacts with a total tCO₂ figure estimated (eg if there is a proposed change of business operations to be able to assess the potential scale of overall increase/reduction in CO₂ emissions)

The plan will be reviewed quarterly for progress against milestones/target and reviewed quarterly by Cleaner Green Board and periodically by CNRMB each September of the following year outlining overall progress towards meeting the year on year targets.

Risk ID	Date Raised	Project / Programme	Risk Category	Description of the Risk	Current Gross Risk Rating			Mitigating Actions	Action Due Dates	Action owner	Residual Risk Rating			Status (Open / Closed)	Date of last update
					P	I	Score				P	I	Score		
R001	1-Mar-12	Carbon Management Plan	Organisational, human & management	Customer or stakeholder dissatisfied with scope/objectives of Carbon Management Plan leading to damage to City Council's standing and need for revisions to the Plan	3	2	6	Stakeholder consultation at early stages of CMPlan development - regular communication on objectives/progress to Cleaner Greener Board and Carbon and Natural resources Board		Jo Colwell	2	1	2		
R002	1-Mar-12	Carbon Management Plan	Organisational, human & management	Customer or stakeholder dissatisfaction with delivery of a Carbon Management Plan/ related action plans leading to damage to City Council's standing and need for revisions to the Plan	3	2	6	Stakeholder consultation at early stages of CMPlan development - regular communication on objectives/progress to Cleaner Greener Board and Carbon and Natural resources Board		Jo Colwell	2	1	2		
R003	1-Mar-12	Carbon Management Plan	Strategic & commercial	Failure to achieve targets / objectives set out in the Carbon Management Plan leading to reduced ability to mitigate against energy spend increases/reduce CO2 emissions	3	3	9	Staff awareness and Salix funds rolled out consistently - comms/action plans in place for delivery. Cleaner Greener Board enforcement and highlighting of responsibilities to all service heads so that action is cascaded down to all teams/factored in to dept objectives		Jo Colwell	2	1	2		
R004	1-Mar-12	Carbon Management Plan	Organisational, human & management	Lack of engagement on Carbon Management Strategy by Council staff meaning targets harder to achieve and reduced ability to mitigate against energy spend increases/reduce CO2 emissions.	3	3	9	Develop and deliver robust communications plan to provide regular updates on progress and to encourage staff engagement./buy-in to the CMPlan . Cleaner Greenr Board enforcement and highlighting of responsibilities to all service heads so that action is cascaded down to all teams/factored in to dept objectives		Jo Colwell	2	1	2		
R005	1-Mar-12	Carbon Management Plan	Economic, financial & market	Introduction of new savings that threaten delivery of the Carbon Management Plan leading to failure to meet targets and reduce rate of energy spend/CO2 emissions.	3	4	12	Reduced target/objectives in line with available resource for delivery		Jo Colwell	3	2	6		
R006	1-Mar-12	Carbon Management Plan	Economic, financial & market	Reduced resource due to above meaning ability to maximise use of Salix fund is limited leading to requirement to pay funds back to DECC (up to £200k max)-	3	4	12	Salix delivery plan in place with responsibility for key service areas to proactively consider use of Salix fund for any viable projects/maintain regular meetings/comms with Corp Property/Leisure to ensure Salix considered for any major refurb/upgrade projects or where any opportunities to move to lower energy solutions are identified/viable		Jo Colwell	3	2	6		
R007							0						0		
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Form to be used for the initial assessment

Service Area: Environmental Development	Section: n/a	Key person responsible for the assessment: Jo Colwell	Date of Assessment: July 2012	
Is this assessment in the Corporate Equality Impact assessment Timetable for 2012?				
Name of the Service/Policy to be assessed: CEB: Carbon Management Plan 2012-2017			Is this a new or existing policy	Existing
1. Briefly describe the aims, objectives and purpose of the policy	The aim is to refresh and update the Council's Carbon Management Plan to cover the next 5 years – 2012-17.			
2. Are there any associated objectives of the policy, please explain	Reducing carbon emissions on a year on year basis will mean running the Council more efficiently in terms of its energy consumption. The Council is also demonstrating leadership in this developing area and its benefits and experience can be passed on to the citizens, community and other key stakeholders for example at community centres in reducing their carbon footprint and energy bills. This could make a contribution to related goals such as improved health, better social cohesion and economic prosperity.			

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3. Who is intended to benefit from the policy and in what way	The Council, its staff and Members, in terms of running as a more effective and efficient organisation, reducing the council's carbon footprint and mitigating energy price increases. The citizens of Oxford, community groups and other stakeholders in terms of its contribution to building a world class city and being an exemplar in this field (e.g. good performance to date has attracted additional external funds which has facilitated and provided impetus to the Low Carbon Oxford initiative which is bringing benefits to the City as a whole).		
4. What outcomes are wanted from this policy? To achieve the council's 5% year on year Carbon emissions reduction targets. To identify key areas and resources required to achieve the targets. To provide a basis for action on new and emerging issues.			
5. What factors/forces could contribute/detract from the outcomes?	A marked change in the Council's priorities. The introduction of government legislation that conflicts with the targets. Loss of staff/budget to implement energy saving technologies and approaches		
6. Who are the key people in relation to the policy?	The Carbon Management Plan is focused on the Council's own buildings and operations so is mainly related to council Staff and Members. The Plan may have an influence on Partner organisations, community groups and business through outreach work.	7. Who implements the policy and who is responsible for the policy?	Jo Colwell – implementing officer John Copley – responsible officer
8. Could the policy have a differential impact on racial groups?		<u>NO</u>	

What existing evidence (either presumed or otherwise) do you have for this?		
9. Could the policy have a differential impact on people due to their gender?		<u>NO</u>
What existing evidence (either presumed or otherwise) do you have for this?		
10. Could the policy have a differential impact on people due to their disability?		<u>NO</u>
What existing evidence (either presumed or otherwise) do you have for this?		
11. Could the policy have a differential impact on people due to their sexual orientation?		<u>NO</u>
What existing evidence (either presumed or otherwise) do you have for this?		
12. Could the policy have a differential impact on people due to their age?		<u>NO</u>
What existing evidence (either presumed or otherwise) do you have for this?		

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13. Could the policy have a differential impact on people due to their religious belief?		<u>NO</u>			
What existing evidence (either presumed or otherwise) do you have for this?					
14. Could the negative impact identified in 8-13 create the potential for the policy to discriminate against certain groups?		<u>n/a</u>	<p>Please explain No negative impact. The aims and progress of the Council's carbon management activities are communicated regularly to staff, citizens, community groups and businesses through various media such as the intranet, Your Oxford, regular press releases and through the Council's lead role in the Low Carbon Oxford and related initiatives (e.g. the Low Carbon Hub and the Low Carbon Living programme). Best practice and information on low carbon approaches from the Council's experience in delivery its carbon management plan are shared regularly with a range of stakeholders through these approaches. It is intended that this updated Carbon Management Plan will be re-launched in the Autumn 2012 presenting another opportunity to involve community groups and key stakeholders in the City. Achievement of the British Standards Energy Reduction Verification kitemark (first local Authority to achieve this standard) provides external accreditation of the Council's performance in energy/carbon management.</p>		
15. Can this adverse impact be justified on the grounds of promoting equality of opportunity for one group? Or any other reason		<u>n/a</u>	<p>Please explain for each equality heading (question 8-13) on a separate piece of paper No, no adverse impact identified.</p>		
16. Should the policy proceed to a partial impact assessment		<u>NO</u>	If Yes, is there enough evidence to proceed to a full EIA	Y	N
			Date on which Partial or Full impact assessment to be completed by	July 2012	

17. Are there implications for the Service Plans?	<u>YES?</u>		18. Date the Service Plan will be updated		19. Date copy sent to Equalities Officer in Policy, Performance and Communication	August 2012
20. Date reported to Equalities Board:	N/A		Date to Scrutiny and CEB	September 2012	21. Date published	

Signed (completing officer): Michelle Green

Signed (Lead Officer) Jo Colwell

Please list the team members and service areas that were involved in this process:

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Paul Spencer, Energy & Carbon Manager
 Paul Robinson, Team Leader, Energy & Climate Change
 Jo Colwell, Sustainability manager

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To: City Executive Board

Date: 12 September 2012

Report of: Head of Direct Services

Title of Report: STREETSCENE SERVICE REVIEW OUTCOMES

Summary and Recommendations

Purpose of report: To approve the outcomes of the Streetscene Service Review which involves agreeing service standards, adjusting work methods and adjusting staffing needs and budgetary requirements.

Key decision? No

Policy Framework: Cleaner Greener Oxford

Recommendation(s):

1. To note the outcomes of the Streetscene Service Review and the service improvements and staffing reductions detailed in paragraph 5.
2. To adopt the service standards for the Streetscene Service as detailed in Appendix A. These improvements will involve the procurement of new machinery to remove cigarette ends more efficiently, to provide consistent chewing gum removal, to lease Big Belly compactor bins and to achieve Grade A standard for litter removal when we carry out our cleaning schedules.
3. To note that the establishment of the Streetscene Service will be reduced by 4 FTE staff from 1 April 2013, by means of natural wastage, as detailed in paragraph 5.
4. To note that the Streetscene revenue budget will be reduced by £80,000 per annum from 1 April 2013, as detailed in paragraph 8.

1. Summary

- 1.1 A review of the Streetscene Service has been undertaken to ensure that it meets high service standards and represents value for money. External challenge was sought and this report details the improvement recommendations arising from the review together with the staffing, financial and vehicle procurement consequences of these improvements.

2. Introduction

- 2.1 Direct Services operates a Streetscene service that comprises street cleaning, grounds maintenance (but not formal parks and fine turf locations),

public conveniences, abandoned vehicles (including bicycles) and market operations.

- 2.2 The Council has not previously agreed any service standards for Streetscene operations, but the standards have evolved to meet the needs of a heavily used City Centre and have been adapted to keep the rest of the City clean and tidy.
- 2.3 The service faces significant additional challenges to most Cities because Oxford has one of the largest student populations in England and also receives some 9.3 Million visitors per year. Although Oxford is prosperous in many ways, 10 out of its 85 “Super Output Areas” are amongst the 20% most deprived in England. This and the transient population of the authority present unique difficulties for the Streetscene service.
- 2.4 As part of the Council wide assessment of value for money (VFM), the Streetscene service has been comprehensively reviewed to evaluate whether it provides VFM commensurate with the level of service provided. To ensure that there has been external challenge and validation, the Association of Public Service Excellence (APSE) was engaged to review the service and their findings are summarised in this report.
- 2.5 The APSE review had the following objectives and deliverables:

Objectives:

- To understand the cost and quality balance in order to identify the scope for service improvements and overall cost savings.
- To ensure that there is a well defined service that can be agreed by members and that this service should be based on quality achieved rather than frequency inputs to further improve customer satisfaction and ensure that the service is using cost-effective machinery etc.
- To provide recommendations that will ensure that the Streetscene service represents VFM.

Deliverables:

- To produce a report that could be suitably validated and accepted by both the Direct Services Board (now the Trading and Business Development Board) and City Executive Board which demonstrates necessary VFM criteria, identifies gaps in performance and recommends an improvement plan.
- To explore opportunities for income generation.

3. Background

- 3.1 In 2009, APSE carried out a review of the service, which focused solely on the City Centre. That report concluded there was scope for improvement and in particular advocated a more joined up approach to the service because, at the time, part of the service was managed by City Works and the rest managed by Oxford City Homes. The Streetscene functions for the whole City were amalgamated in the formation of Direct Services. The 2009 review also produced an improvement plan outlining some detailed operational changes for the City Centre which was implemented and led to big improvements.

- 3.2 As part of the Council wide agenda to test VFM and following on from the 2009 review, the Direct Services Board undertook a review of the service and engaged APSE to carry out a diagnostic workshop with members of the Streetscene team to examine the operation to identify strengths, weaknesses and the scope for service improvements and cost savings.
- 3.3 Following the workshop, APSE were asked to take a more detailed look at key aspects of the Streetscene delivery and make improvement recommendations, as detailed in 1.5 above. This work involved direct work study observations of the operational teams, comparator analysis and assessment of the overall structure i.e. productivity levels, benchmarking, organisational structure and appropriate resource allocation to validate the Streetscene operation. Alongside this external scrutiny, the Direct Services Board reviewed budgetary information, benchmarking data, performance indicators, staffing levels, plant and machinery, service standards and schedules of work.

4. Improvements Since 2009

- 4.1 The following key extracts from the APSE report highlight the direction of travel for the service:-
 - 4.1.1 'It is clear that the service has undergone considerable improvement since APSE carried out a review in 2009. Performance is high and whilst this study identifies some possible ways to further reduce them, costs, though still well above average, have decreased. This reflects well on both management and workforce and indicates a positive direction of travel.
 - 4.1.2 The 2009 report did not involve a work-study but the APSE team interviewed staff at all levels and carried out a number of site visits. The report concluded that there was considerable scope for improvement and in particular advocated a more joined up approach to the management of the public realm generally and the adoption of a more focussed, performance managed approach to street scene. It is clear from current performance measures, as well as from on-site observation and interviews, that considerable progress has been made. Service standards and corresponding frequencies are now in place and appropriate machinery has been introduced.
 - 4.1.3 Performance, as measured by the national indicator NI 195, an indicator that is designed to measure Local Environmental Quality and covers litter, detritus, graffiti and fly posting, is remarkably good. The indicator has been developed to measure cleanliness of the local environment as a member of the public would see it. The diagnostic report provides further detail but the NI195 score of 0.5% is the highest amongst comparator authorities within the APSE Performance Networks benchmarking group and amongst the highest, if not the highest, in the country.
 - 4.1.4 There is little doubt that this high level of performance matches the aspirations of the Council and is consistent with the image that the City wishes to project to the rest of the world. However, this level of performance, as might be expected, is matched by above average cost, a summary of which is shown in a table in paragraph 4.2. Cost per household at £45.19 however, is some way from being the highest within the Performance Networks family group of comparative authorities, which is £72.07. However, this represents a higher than average cost compared to an average

of £30.17 for the family group. Cost of the service per head of the population (excluding central establishment charges) is £19.12 compared to a family group average of £13.38. Oxford's costs for the service have also reduced from 2009/10 where the cost of the cleansing service per household was £66.21 and the cost per head of population was £24.58. This shows that the service has successfully managed to reduce the costs of the operation over the last year, while still providing a high level of service.

4.1.5 APSE has produced a bespoke performance report comparing Oxford with other larger towns and cities, many of them with large student populations, and some London boroughs. This report shows that the average spend per head of the population and per household is higher within this group at £17.94 and £40.71 respectively. These are much closer to the comparative figures for Oxford which on this comparison come out as third rather than fourth quartile. Performance in terms of the NI 195 score is far better than for any of the other cities in the group; the closest to Oxford's score of 0.5% is 1.5% whilst the average for the group is 4.86%.

4.2 The following table compares service costs with Oxford's family group of local authorities:-

	Cost per household		Cost per head of population	
	2010/11	2009/10	2010/11	2009/10
Oxford City Council	45.19	66.21	19.12	24.58
Family Group				
Highest	72.07	66.21	33.01	27.53
Average	30.05	35.36	13.38	15.15
Other Large Towns & Cities				
Highest	72.07	74.90	33.01	34.30
Average	40.71	58.57	17.94	22.58

5. Improvement Recommendations

The following is a summary of the improvement recommendations provided in the APSE report which it is intended to adopt:-

5.1 Productivity

As a result of work study observations, APSE consider that productivity was at 98%. The required improvement of 2% by revising the work schedules will result in the saving of 2 FTE staff totalling £50k.

5.2 Organisational Structure

By creating an additional administrative support resource of 2 FTEs, the role of team leaders and supervisors could be changed and one tier and management removed. The main change would be to take high levels of administration away from supervisors and team leaders to allow more time for on-site management of the workforce, together with education and enforcement activities. This will save 4 FTEs. The net result of these changes will therefore be a saving of 2 FTE staff totalling £60k.

5.3 Use of Machinery

5.3.1 Current methods of work to remove cigarette ends are very time consuming and tend not be to 100% effective because they are difficult to pick up, particularly in tight locations. Machines with a vacuum hose would considerably assist with this and improve efficiency. It is intended that two such machines will be purchased as part of this year's vehicle replacement

programme instead of two Applied walk-behind sweepers (already within the programme) at no additional capital cost. Equally the revenue costs of maintaining these new vehicles will be the same as for the Applied sweepers. This change in work methods will also allow 2 FTEs to be saved totalling £50k.

- 5.3.2 Whilst there is fairly heavy use of mechanical sweeping in the City Centre to clear the channels etc, together with street washing, this is far less so in the suburbs and this can impact on standards. To achieve an improved standard in street cleanliness, the large sweeper and street washing vehicles will be double shifted which will require an additional 2 FTEs costing £50k together with increased fuel and tipping charges amounting to a further £20k. Therefore the net additional cost of this change will be £70k.
- 5.3.3 The Council has machinery to remove chewing gum but currently it is not used regularly because this is an additional task to the normal work schedules and tends to only be undertaken when the service has spare capacity e.g. when an employee is temporarily added to the Streetscene Team to undertake litter picking duties (usually for medical reasons) so that trained staff can be released to undertake chewing gum removal. The impact of chewing gum removal on the streets is significant and it is intended that this should be part of the normal work schedule. This change will require an additional 2 FTEs costing £50k.

5.4 Litter Bins

- 5.4.1 Oxford currently has 674 bins placed across the City. The Council has recently carried out a full stock condition survey and has taken photos of them all. This works out as 4 bins per 1000 head of population, compared to the average of 7.21 across the local authorities submitting data to the APSE Performance Network.
- 5.4.2 The bins are placed at high litter areas, such as shop fronts, adjacent to bus stops and near to benches. In some cases there are recycling bins next to waste bins. This is primarily in the city centre and other high footfall locations like the Cowley Road. These are also present in the lay bys of the ring road. The bins are emptied at varying intervals depending on the need, so busier areas are dealt with more frequently. However, the APSE productivity study found that whilst emptying litter bins remained a priority throughout the day, this needs to be done at optimum times to ensure a balance between them becoming too full and being emptied whilst still relatively unfilled.
- 5.4.3 APSE stated that in examining good practice amongst other local authorities there are varying methods of dealing with different aspects of litter, including frequency and methods for emptying bins, different bins for different types of waste and feeding complaints information into the process.
- 5.4.4 Following this good practice advice, we have reviewed the number of litter bins provided, their type and their current locations. Whilst it is unlikely that we will add to the number of bins, there is a need for more cigarette end attachments or even separate cigarette end wall or post mounted bins at such locations as bus stops. We will also constantly monitor litter bin usage and move bins if necessary to cover changing litter trends and to respond to complaints information.

- 5.4.5 Several local authorities have now trialled or leased bins from Big Belly Solar Compact Bins or are looking to do so in the future. The bins include a solar panel which provides the power for an internal compactor. This gives the bins the capacity to hold up to 800 litres of waste, up to 8 times more capacity than the average street bin used by most local authorities. One of the big advantages of the system is that a wireless monitoring system option is also available. An email is generated and sent to the relevant team when each bin fills to 85% of its capacity. A second notification is then sent when it is filled up to 95% capacity. Thus the Council is able to move away from a potentially inefficient frequency led approach to emptying street bins when they may not actually need emptying, to a collection methodology based on 'just in time' principles.
- 5.4.6 It is proposed to lease some Big Belly Bins (they cannot be purchased outright) and placed in strategic, non City Centre locations, at an additional cost of £15k per annum. This will generate efficiency savings of 2 FTEs totalling £50k and £5k fuel savings. Therefore the net saving derived from this source will be £40k.

6. Service Standards

- 6.1 The Council has never formally adopted service standards for the Streetscene Service. The APSE recommendations have been incorporated into the proposed service standard which is detailed in Appendix A and it is recommended that this standard should now be formally adopted for Oxford City Council.
- 6.2 The service standard detailed in Appendix A will ensure that the City's external environment is maintained to a high standard. It should also be noted, however, that the standard being proposed exceeds the statutory minimum. It is proposed that the service standards agreed by the City Executive Board will be published on the Council's website as a means of explaining the service to the public. Visual examples of these standards, as shown in Appendix B, will also be published to allow the public to monitor our service performance and bring to our attention any perceived shortcomings. Appendix C details the statutory minimum standard which members could adopt, but by doing so the visual appearance of the City would be worse, which could have an adverse impact on tourism, the local business economy and the health and wellbeing of local residents.

7. Employee Implications

- 7.1 By adopting all of the APSE recommendations, the impact on staff numbers will be a net reduction of 4 FTEs. It is proposed to implement the changes over the next few months so that all new arrangements are in place for the 2013/14 financial year. The staff reductions required will be achieved by natural wastage between now and 31 March 2013, because the Streetscene service traditionally has a high turnover.

8. Legal Implications

- 8.1 The legal implications are as set out within the body of the report.

9. Finance

9.1 All of the APSE recommendations have been costed and are shown in paragraph 5 of this report. This is summarised below:

Subject	Reason	Cost (£)	Saving (£)	Net Budgetary Effect (£)
Increased productivity	2 FTE staff savings	-	50,000	(50,000)
Organisational structure	2 FTE staff savings	-	60,000	(60,000)
Using vacuum machines	2 FTE staff savings	-	50,000	(50,000)
Double shifting large sweeping / washing vehicles	2 extra FTE staff Extra fuel and tipping charges	50,000 20,000	-	70,000
Chewing gum removal	2 extra FTE staff	50,000	-	50,000
Lease of Big Belly bins	Leasing cost 2 FTE staff and fuel savings	15,000 -	- 55,000	15,000 (55,000)
TOTALS		135,000	215,000	(80,000)

9.2 Therefore the overall effect of the changes is a net saving on £80k per annum, effective from 1 April 2013.

10. Risk

10.1 Since the staff reductions will be achieved by natural wastage, there are no specific risk issues identified in this report.

11. Conclusion

This review proposes that changes will be made to the service to both meet the street cleaning needs of Oxford City and also improve value for money. These proposals have been incorporated into the recommended service standards for the City which are detailed in Appendix A. The net result of implementing the improvements arising from the review will be changed methods of working, changed and increased use of machinery, improved productivity, staff savings and budget savings. All of the improvements can be put into place by 1 April 2013 and there will be no need to make any staff redundant. Consequently members are requested to adopt the service standard detailed in Appendix A and note the other changes detailed in this report.

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PROPOSED STANDARD OF STREETSCENE SERVICE

This service standard reflects the level of service that is currently being provided and enhanced to reflect the improvements recommended in paragraph 5 of the accompanying report. It is recommended that this is the service standard the Council should adopt.

This service standard is split into two parts. Part One gives an overview of the service standard categories and Part Two describes the indicative frequencies that tasks will be undertaken to bring the streets up to the Grade A maintenance standard after cleaning and thereafter to ensure that they do not fall below the Grade B standard.

Appendix B provides visual examples of the standards expected for the litter and detritus categories.

Part One – Service Standard Categories

Service	Benefits	Comments
Clean streets to the Grade A standard and then return to site before the standard falls below Grade B.	<ul style="list-style-type: none"> • Output specification. • Current high standards. • Supports inspection. • Supports tourism. 	<ul style="list-style-type: none"> • In line with the EPA and code of practice. • Schedules of work. • Allows schedules to be reviewed and updated if justified complaints are regular.
Highways grass verge cutting as per city grass schedule, to maintain reasonable visual appearance (approximately no more than 80 mm high).	<ul style="list-style-type: none"> • Output specification. • Enhanced customer perception. 	<ul style="list-style-type: none"> • Section 42 pays for 5 cuts, however we choose to cut more often to keep up with the visual appearance, typically 17 times a year.
Street hot washing in the City Centre and suburban shopping areas, twice each week.	<ul style="list-style-type: none"> • Enhanced customer perception. 	<ul style="list-style-type: none"> • Subject to weather conditions.
Gum removal in the City Centre and suburban shopping areas, once a quarter.	<ul style="list-style-type: none"> • Popular with members / public. 	<ul style="list-style-type: none"> • Needs to be followed by street washing to leave a stain free surface. • Subject to weather conditions.

Service	Benefits	Comments
Deep clean schedules, determined by need.	<ul style="list-style-type: none"> • Keep streets to a high standard. • Popular with members / public. • Reputational. 	<ul style="list-style-type: none"> • 200 a year are done. • Dedicated team. • Many requests are received for this service.
Remove abandoned bikes within 14 working days.	<ul style="list-style-type: none"> • Keeps on top of the issues. • Scheduled approach. • Improved appearance. • Supports carbon footprint. 	<ul style="list-style-type: none"> • Schedules new this year. • Non-statutory duty.
328 Make regular inspection between schedules visits	<ul style="list-style-type: none"> • Fit-for-purpose schedules • Increased visibility of staff (public perception) • Demonstrating the Council cares 	<ul style="list-style-type: none"> • Do within NI195/6 local indicators. • Have purchased LEQs Pro to increase criteria and inspections to further enhance the work done. • Structural changes will allow us to increase the frequency of the inspection regime as recommended in the service review improvement plan.
Clean the fast road locations that are the responsibility of Oxford City Council e.g. litter pick and road sweep of ring road areas three times a year	<ul style="list-style-type: none"> • Good partnership working with the county • No shredded litter • Public perception 	<ul style="list-style-type: none"> • Increasing this would mean we would have to pay for traffic management costs in lane closures. • We follow county council schedules, which have resulted in improved levels of litter.
Offer recycling facilities at litter bin locations	<ul style="list-style-type: none"> • Good PR • Supports recycling 	<ul style="list-style-type: none"> • High contamination in City centre
Litter pick grassed areas prior to mowing and strimming	<ul style="list-style-type: none"> • Fundamental part of cutting operation • No shredded litter • Joined up working • Improved visual appearance 	<ul style="list-style-type: none"> • Good practices.
Remove reported fly-posting and fly-tipping waste within 7 days	<ul style="list-style-type: none"> • Upper quartile performance 	<ul style="list-style-type: none"> • In line with EPA

Service	Benefits	Comments
Remove graffiti from the public highway and buildings within 7 days, with offensive graffiti being removed within 24 hours	<ul style="list-style-type: none"> • Upper quartile performance • Excellent relationship with Police • High profile prosecutions 	<ul style="list-style-type: none"> • In line with EPA
Report litterers and fly-tippers to Environmental Development for enforcement action	<ul style="list-style-type: none"> • Increased enforcement action will move us from 'cleaning the streets to keeping streets clean'. 	<ul style="list-style-type: none"> • Partnership working arrangements with Environmental Development team in place.
Investigate reported abandoned vehicles within 24 hours	<ul style="list-style-type: none"> • DVLA audit passed 	<ul style="list-style-type: none"> • Comply to industry standard
Clean Oxford City Council owned car parks including park and ride sites according to our schedule	<ul style="list-style-type: none"> • Good NI195 results in city centre 	<ul style="list-style-type: none"> • Supports tourism.
Clean Council owned housing land according to our schedule	<ul style="list-style-type: none"> • Good NI195 results • Supports housing inspection 	<ul style="list-style-type: none"> • Improves tenant satisfaction
Remove used hypodermic needles from public areas within one hour of a report in the day (2 hours at any other time) and remove dog fouling within 2 hours of a report during normal working times	<ul style="list-style-type: none"> • Improved visual appearance • Safety 	
Maintains grounds maintenance as per the schedules of work / service standards	<ul style="list-style-type: none"> • Visual appearance • Partnership with parks and Leisure team 	<ul style="list-style-type: none"> • Weather dependant
Deep clean street furniture twice a year, maintain the cleanliness of street furniture and replace existing litter bins as required	<ul style="list-style-type: none"> • Improved visual appearance • Standardised bins on Cowley road 	

Part Two – Indicative Task Frequencies

Street Cleaning

- Clean streets thoroughly according to our schedule for the areas of the City as follows:-

City Centre

- Keep streets mostly free of litter and rubbish (apart from refuse awaiting collection) from 6am to 8pm every day.
- Clean streets on a daily basis.
- Wash the main shopping area streets twice each week, or more frequently if the need arises.
- Empty litter bins when they are more than three-quarters full.
- Gum removal once a quarter.

Shopping Areas and High Footfall Areas

- Wash the main shopping area streets twice each week, or more frequently if the need arises.
- Sweep streets and empty litter bins at least once a day.
- Provide extra cleaning where conditions are poor within half a working day of receiving a report i.e. by 6pm if reported before 12pm and by 1pm the following day, if reported on the afternoon of the previous day.
- Gum removal once a quarter.

Densely Built Residential Areas

- Remove litter weekly and sweep the streets at 2 week or 4 week intervals according to the need to maintain the quality as detailed in paragraph 2.

Suburban Areas

- Remove litter fortnightly and sweep the streets every 4 weeks.
- Respond to reported complaints within 48 hours.

Other Areas

- Clean rural lanes, footpaths and by-passes (i.e. with no houses or shops) every month or 3 months or when reasonably practical.

Special Services

- Remove used hypodermic needles from public areas within one hour of a report in the day (2 hours at any other time).
- Remove dog fouling within 2 hours of a report during normal working hours.

Grounds maintenance

- Cut highway and public open spaces grass (excluding parks) every 12-15 days.

- Hard prune shrubs in the winter months and maintain shrub beds 4 times a year and add mulch where needed during the September to March period.
- Cut designated long grass locations twice a year (June and September).
- Cut Council responsibility hedges twice a year (Summer and Winter).
- Schedule weed- killing three times a year in the spring, summer and autumn.
- Liaise closely with the Parks Service who maintain trees on Council estates.
- Maintain shrubs and hedges in Council owned car parks including park and ride sites six times a year.

Street furniture

- Deep clean street furniture twice a year.
- Maintain the cleanliness of street furniture.
- Replace existing litter bins as required.

General

- Make regular inspection between schedules visits, removing any litter we find or you tell us about.
- Make random spot checks in line with national criteria to ensure that we achieve our targets.
- Deep clean heavy usage areas and 'Cleaner, Greener' programmed areas as required.
- Clean the fast road locations that are the responsibility of Oxford City Council e.g. litter pick and road sweep of ring road areas three times a year.
- Offer recycling facilities at litter bin locations.
- Litter pick grassed areas prior to mowing and strimming.
- Remove reported fly-posting within 7 days.
- Remove reported fly-tipping waste within 7 days and adopt a zero tolerance attitude.
- Remove graffiti from the public highway and public buildings within 7 days, with offensive graffiti being removed within 24 hours.
- Report litterers and fly-tippers to Environmental Development for enforcement action.
- Investigate and if appropriate remove reported abandoned vehicles within 24 hours.
- Investigate and if appropriate remove abandoned bicycles within 14 working days.
- Empty litter bins regularly to ensure that they do not overflow.
- Clean Oxford City Council owned car parks, including park and ride sites, according to our schedule.
- Clean Council owned housing land according to our schedule.
- Adjust the service if standards are not being met.

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Definitions Of Litter Grades

GRADE A – no litter or refuse



GRADE B – predominantly free of litter and refuse except for some small items



GRADE C – widespread distribution of litter and refuse, with minor accumulations



GRADE D – heavily littered, with significant accumulations. Three Intermediate Grades will also be used. These are:

- B +, between Grade A and Grade B
- B – , between Grade B and Grade C
- C – , between Grade C and Grade D



Definitions of Detritus Grades

GRADE A – no detritus present on the transect



GRADE B – predominantly free of detritus except for some light scattering



GRADE C – widespread distribution of detritus, with minor accumulations



GRADE D – extensively covered with detritus with significant accumulations



BASIC STANDARD OF STREETSCENE SERVICE

This is the very basic level of service for which the Council has a statutory duty to undertake. This standard would reduce costs but this would be achieved at the expense of visual appearance and quality of the City. It may also affect such things as tourism, the local business economy and the health and wellbeing of local residents.

The potential impact of reducing the service standard to this level is vast and consequently is not being recommended for adoption by the Council.

Service	Benefits	Consequences	Comments
Only remove abandoned bikes that present a hazard or reduce current frequency	<ul style="list-style-type: none"> • Cost savings 	<ul style="list-style-type: none"> • Unpopular with members / public • Increased bikes • Less space 	<ul style="list-style-type: none"> • Not a statutory requirement, • Duty of care around bikes that present a hazard
Remove deep cleaning schedules or reduce the number carried out in a year	<ul style="list-style-type: none"> • Cost savings 	<ul style="list-style-type: none"> • Unpopular with members / public • Reduction in NI195 performance 	
Removal of litter bins from some locations	<ul style="list-style-type: none"> • Cost savings 	<ul style="list-style-type: none"> • Unpopular with members / public • Increased litter • Public perception • False economy • Reduction in NI195 performance 	<ul style="list-style-type: none"> • Not a statutory requirement • Hard to gauge costs
Removal of bin store cleaning or reduce frequency of cleaning	<ul style="list-style-type: none"> • Cost savings 	<ul style="list-style-type: none"> • Poor PR and unpopular with members / public • Increased litter • Public perception • Collection issues • Reduced recycling • False economy • Increased fly-tipping • Creating dumping ground environment 	<ul style="list-style-type: none"> • 512 bin stores in Oxford • Tenant issue
Removal of housing cleaning team or reduce frequency of cleaning	<ul style="list-style-type: none"> • Cost savings 	<ul style="list-style-type: none"> • Poor PR and unpopular with members / public • Increased litter • Public perception • Increased fly-tipping • Creating dumping ground environment 	<ul style="list-style-type: none"> • Tenant issue

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To: City Executive Board

Date: 12th September 2012

Report of: Head of Direct Services

Title of Report: PARKING IN THE PARKS REVIEW

Summary and Recommendations

Purpose of report: To review the introduction of charging for Parking in selected Parks

Key decision? No

Executive lead member: Councillor Colin Cook

Policy Framework:

Recommendation(s): (1) To continue with charging at the existing sites and review tariffs during the normal off street parking process. (2) To note the ongoing maintenance issues and that provision for this will be made in the forthcoming budget process.

Background

1. Charging for car parking within selected parks was agreed by Council during last years budget process. It was anticipated that charging would commence from 1st July 2011. A consultation process was undertaken and amendments were made to the proposed tariffs to accommodate the findings. A paper to Value and Performance Scrutiny Committee on 5th April 2011 detailed the findings and recommendations. Charging commenced on 1st September 2011 following the recommendations made in the report.
2. The delay in charging reflected additional time taken over the consultation and lead times required for changing parking orders and delivery of pay machines for each of the selected sites.
3. The parks subject to these parking tariffs are Walton Well Road, Alexandra Court, Hinksey Park and the two parks in Cutteslowe, (Harbord Road) and Cutteslowe A40.

4. The tariff structure is shown in the table in Appendix 2 attached to this report.

Usage Impact

5. There is no precise data per park usage to compare pre and post charge. However, the Parks Service has not identified any reduction in usage as a result. Gate data supplied from Hinksey Park suggests that usage has risen in each comparative month from November to March.
6. Vehicle usage data is available since the introduction of charging and this will become more useful in determining usage and assist in setting future tariff rates. However, at present there is only 10 months of data to 30th June 2012. Vehicle usage data and income generated compared to budget is shown in Appendix 1.

Customer Feedback

7. A small number of complaints have been received from residents not being able to park within Harbord Road. The claim is that Park users are using Harbord Road as an alternative to parking within the car park.
8. The County Council is currently consulting with residents in Harbord Road, as concerns have been raised regarding non-resident parking. The proposal is to install single yellow lines on Harbord Road, with a no waiting restriction being enforced between 9.00am – 5.00pm.
9. This restriction may assist the Council in achieving our desired revenue budget, as the enforcement undertaken may encourage usage of our facility.
10. The implementation of the charge in Alexandra Court has been successful in eliminating the overcrowding issues potentially caused by commuters that so often prevented Park users enjoying the facility.
11. The one negative response received regarding Alexandra Court was from the NHS staff who used this facility to park, and felt that they should be exempt from payment, or at least be eligible for the reduced permit rate.
12. NHS staff were advised that we would not be able to offer a reduction on the advertised tariff rates, and we recommended permits be purchased at the regular user tariff. The NHS Trust has now been issued with five permits charged at our regular user rates.

Financial Results

13. The budgeted income for the sites for 2011/12 was £48K, after a reduction of £10K for permit concessions. This project was delayed by two months and did not commence until September 2011, which gave an immediate budget pressure. However, for the 2011/12 period of seven months, the sites have generated £44K in revenue, giving only a small shortfall in the year. See Appendix 1 for detail.
14. In the 3 months of 2012/13 income of £26.5K is in line with budget.
15. The full year income anticipated from these parks in the original appraisal was £70,431. Based on usage during 2011/12 the anticipated income for 2012/13 for these parks is £86,842.

Costs

16. The capital sum of £109K was approved by Council during last year's budget process in the original report on December 2010 which related to eight sites. For those sites implemented, the budget was reduced to £67,250, which covered the installation costs.
17. We are still experiencing problems with vandalism and attempted thefts. To date, the Aura machines have not been penetrated and no revenue has been lost. However, a recent attack caused over £700 in damage. It should be noted that the remote location of these sites makes a future attack highly probable. A proportion of the increased income will need to be used for additional expenditure of this nature.
18. We are now taking steps to deter perpetrators in an attempt to discourage such attacks. We are also exploring the possibility of a modification being made to the existing stock of machines in an effort to enhance the security. This cost of this modification is being evaluated.

Financial details of the report approved by Lyn Barker.

Summary

19. The introduction of charging does not appear to have had any detrimental affect on park usage. Vandalism was experienced following implementation and continues to be a challenge. The remote location of these sites leaves the machines vulnerable to attack. Modifications are currently being investigated that will increase the security, however it will not eliminate acts of vandalism.

20. Alexandra Court and Walton Well Road is performing above our budget expectation. Walton Well Road has performed better than first anticipated. This may be due to its close proximity to the city centre, as customers can walk into the city within ten minutes. It can also be very challenging for residents to find parking within this vicinity, residents may be utilising the car park for either personal or guest parking.
21. It is hoped that now the infrastructure is in place we will be able to capitalise on the summer season and meet budget requirements.

Recommendations

22. To continue with charging at the existing sites and review tariffs during the normal off street parking process.
23. To note the ongoing maintenance issues and that provision for this will be made in the forthcoming budget process.

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List of background papers:
Version number: 2

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Tariff Structure for Parking in Parks

Park Sites	Monday - Sunday			
	0 to 1 hour	1 to 3 hours	3 to 5 hours	5 to 24 hours
Alexandra Court	£0.50	£1.00	£2.00	£10.00
Hinksey Park	£0.50	£1.00	£2.00	£10.00
Walton Well Road	£0.50	£1.00	£2.00	£10.00
	0 to 1 hour	1 to 3 hours	3 to 24 hours	
Cuttleslowe - A40	£0.50	£1.00	£2.00	
Cuttleslowe - Harbord Road	£0.50	£1.00	£2.00	

N.B. The 5 to 24 hours tariff of £10.00 was introduced to stop commuters using the car park as these sites are very close to the City Centre and could potentially be used for commuter parking

Permits

There are three types of permits available

- 1) Special Events - charged at £2 per day
- 2) Affiliated Club Permits - charged at £20.00 per year and can have up to 2 vehicles from the same family
- 3) Regular User Permits - for those not affiliated to clubs but use the specific park on a regular basis charged at £50.00 per year

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To: City Executive Board

Date: 12 September 2012

Report of: Head of Corporate Assets

Title of Report: LEASE RESTRUCTURING OF 41-47 GEORGE STREET, OXFORD

Summary and Recommendations

Purpose of report: To report the decision taken by Peter Sloman, CEO under paragraph 9.3 (b) of the Constitution in approving the surrender of the existing lease and the simultaneous re-grant of a new lease of premises at 41-47 George Street, Oxford

Key decision? No

Executive lead member: Cllr Ed Turner, Deputy Leader of the Council, Finance, Corporate Assets and Strategic Planning Board Member

Report approved by: David Edwards, Executive Director

Finance: Nigel Kennedy

Legal: Lindsay Cane

Recommendation(s): The Board is asked to note the action taken by the CEO in approving the restructuring of the lease on the terms as detailed in the confidential not for publication Appendix 3, and otherwise on terms and conditions to be approved by the Head of Corporate Assets.

Appendices

Appendix 1 – Plan of site
Appendix 2 - Risk Register
Appendix 3 – Confidential Not for Publication Appendix

Background

1. This report advises of action taken in respect of the restructuring of a lease of premises owned by Oxford City Council as shown on the plan attached at Appendix 1. The proposed new tenant required completion of the transaction within a very tight timescale and approval under delegated authority was therefore sought from the CEO under the provisions of paragraph 9.3(b) of the Constitution. The CEO gave such authority on 30 August 2012 and, at the time of writing, the transaction is proceeding to completion. The remainder of this report mirrors that made to the CEO on which he based his decision.

Body of the Report

2. The property, comprising restaurant on ground floor and basement with residential above, is let on a lease for a term of 20 years commencing 25th March 1996. The current rent payable under the lease is £115,000 pax, subject to an outstanding review w.e.f. 25 March 2011.
3. The lease was originally granted to City Centre Restaurants (UK) Limited, now known as The Restaurant Group (UK) Limited (TRGL), who developed the building into its present configuration and uses.
4. In 2006, the lease was assigned by them to Café Uno Brasseries Limited, trading as Brasserie Gerard. Unfortunately in late 2011, the tenant company went into administration. The administrator ceased trading from the premises on 24 December 2011, since when the restaurant has been vacant.
5. Fortunately, the Council was able to recover ongoing rental payments from TRGL under the provisions of an Authorised Guarantee Agreement given by them on the 2006 assignment, which prompted TGRL to take back an assignment of the lease from the administrator in April 2012 with the Council's consent.
6. TGRL (having no desire to reoccupy the premises themselves) have been marketing the residue of the lease (now only some 3.5 years left to expiry) through Fleurets since they became aware of their liabilities in January 2012.
7. Following some 6 months of marketing, a proposal has now been made by a credible operator to take a new lease of the whole building. TGRL have therefore approached the Council with a view to facilitating the restructuring of the lease, as the new operator requires a longer term over which to write off their fitting out investment than the residue of the existing lease.
8. The Council has been carrying out negotiations with both TRGL and the new tenant to effect a surrender of the existing of the lease and the regrant of a new lease on the basis of the Heads of Terms set out in the

confidential not for publication Appendix 3. However, the new tenant has stated that they will only proceed with the transaction if it completes very imminently, to allow fitting out to be completed in time for the Christmas trade.

9. This proposal will secure the premises in the long term on a new full repairing lease at a guaranteed increased rent. It will bring into George Street, one of the City's most important leisure areas, a new high quality restaurant operator, who will enhance the street's tenant mix and vibrancy . It will see vacant premises brought back into use, bringing certainty of rates income, and the building refurbished.
10. The alternative to not restructuring the lease in this manner would see the new operator walk away from the situation with the risk that TGRL would then seek to mitigate their position by assigning or under-letting under the existing lease to an inferior operator, at a lower rent. The Council will be left to fight the 2011 rent review, which would have an uncertain outcome. At lease expiry TRGL (if still tenant) will exit the lease, leaving the Council either with vacant premises to re-let or potentially with an inferior covenant to deal with. Restructuring the lease now to an identified high quality operator, as proposed, removes all of these potential risks.

Risk Implications

11. A risk assessment has been undertaken and the risk register is attached at Appendix 2

Sustainability and climate change implications

12. None arising out of this report.

Equalities implications

13. None arising out of this report.

Financial implications

14. The new lease is to be granted at a rent which is a guaranteed increase over the current passing rent. Whilst there is an outstanding rent review under the existing lease, there can be no certainty that the outcome would give a better result, or even any uplift at all. The new lease is to be granted at the new rent from the review date so the Council's potential uplift is protected in any event.
15. The current tenant TRGL, whilst a more established covenant than the proposed tenant, clearly will have no interest in renewing at lease expiry in 3.5 years time. The restructuring of the lease now therefore avoids any risk of the Council incurring a void, with consequent loss of rental

income, and the incurring of business rates liability, marketing and other associated costs at lease end.

16. Fleurets advise that no other operator has come forward to take either an assignment or a new lease despite 6 months of marketing. Given the overall circumstances, the agreed terms represent best consideration to the Council and are recommended for acceptance accordingly.
17. TRGL will pay the Council's reasonable legal and surveying fees incurred in the overall transaction, together with other associated costs. They will also act as guarantor to the new lease, for a limited period.

Legal Implications

18. The power to let the premises is contained within s123 of the Local Government Act 1972 for best consideration. The terms of the lease restructuring have been fully negotiated with both the existing and the proposed tenants.

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APPENDIX 1

SEE ATTACHED PLAN

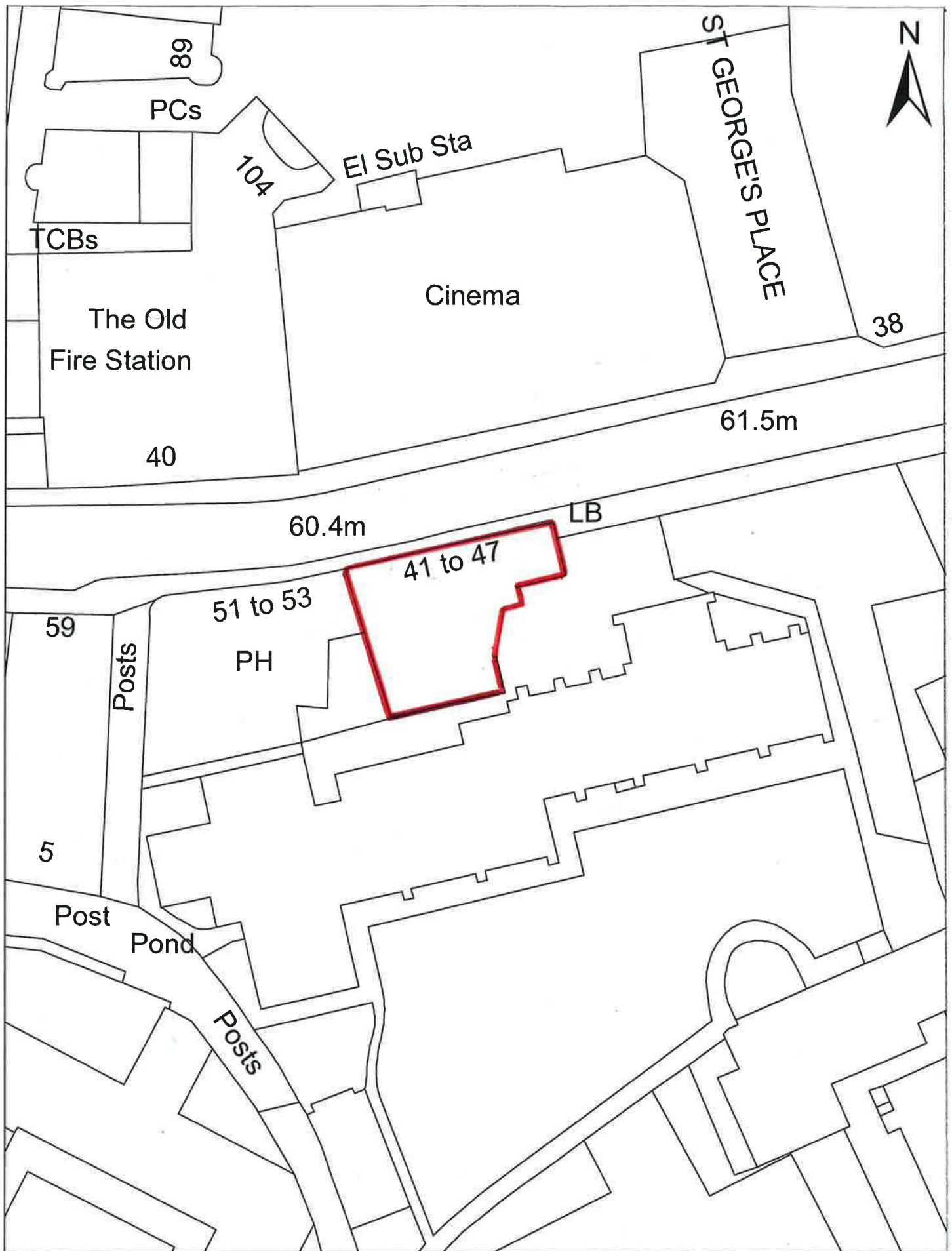
Appendix 2 CEB Report Risk Register

Approval to restructure a lease on 41-47 George Street, Oxford

Risk Score **Impact Score:** 1 = Insignificant; 2 = Minor; 3 = Moderate; 4 = Major; 5 = Catastrophic
Probability Score: 1 = Rare; 2 = Unlikely; 3 = Possible; 4 = Likely; 5 = Almost Certain

No.	Risk Description Link to Corporate Objectives	Gross Risk		Cause of Risk	Mitigation	Net Risk		Further Management of Risk: Transfer/Accept/Reduce/Avoid		Monitoring Effectiveness				Current Risk	
		I	P			I	P			Q	Q	Q	Q	I	P
1. 352	Negotiations fail with the tenant	3	3	Tenant/New Tenant/OCC fails to agree terms	Mitigating Control: Close contact during documentation process.	2	2	Action: Ongoing contact throughout process to ensure the terms of a surrender and new lease are agreed and completed without delay.	Outcome Required: Successful completion of the lease. Milestone Date: 10 th September 2012.	1	2	3	4		

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CITY EXECUTIVE BOARD

Wednesday 4 July 2012

COUNCILLORS PRESENT: Councillors Price (Leader), Turner (Deputy Leader), Cook, Coulter, Curran, Lygo, Seamons, Sinclair, Smith and Tanner.

1. APOLOGIES FOR ABSENCE

None

2. DECLARATIONS OF INTEREST

No declarations of interest were received.

3. PUBLIC QUESTIONS

One question with answer, as follows, was distributed at the start of the meeting:-

Question from Mr Mark Pitt:-

“The cycle plan before the CEB for approval (Item 12) is a very welcome initiative to make better use of cycle routes in the city.

I am however very concerned that there is no recognition, or allowance for, preservation or improvement of the last remaining green lanes in the city, particularly in the Conservation Areas of Headington Hill (Cuckoo Lane) and Old Headington (Stoke Place, Cuckoo Lane) and their associated greenery.

What assurances can the CEB give that everything possible will be done to preserve and enhance their green characters, preserve the last green lanes in the NE Area (Cuckoo Lane, Stoke Place) by, where necessary, sensitive surfacing, and avoidance of brash urban and visually insensitive signage?

Can you give an assurance that Conservation Groups, Officers and residents will be extensively consulted before any changes are made?”

Answer from the Board Member, City Development:-

“The Oxford Cycle City Plan provides a list of cycle schemes and initiatives that the City Council wishes to take forward, together with a framework for prioritising schemes within financial constraints. It is not a detailed implementation plan. Schemes taken forward will be subject to such a level of public consultation as resources allow, and appropriate to the works involved, in accordance with the City Council’s commitment to public engagement.

As the Cycle Plan is not a detailed implementation plan, it does not explicitly consider the environmental constraints and opportunities that may arise for some schemes. However the Council will be mindful of such matters, taking into account the views of local people, in determining (or recommending) scheme

details and materials.

There are currently no proposals for changes to be made to Cuckoo Lane or Stoke Place as part of the Oxford Cycle City Plan. Changes are proposed to Stoke Place as part of implementing the Barton Area Action Plan, hence will be considered separately, within the context of the Old Headington Conservation Area Appraisal."

4. SCRUTINY COMMITTEE REPORTS

Two Scrutiny reports were circulated, on minute items 6 and 9. They are referred to in those minutes.

5. COMMUNITY INFRASTRUCTURE LEVY

The Head of City Development submitted a report (previously circulated, now appended).

Resolved:-

- (1) To approve the Community Infrastructure Levy Preliminary Draft Charging Schedule for consultation and to record that that consultation should be as full as possible including at least the means set out in the first paragraph 24 of the report;
- (2) To authorise the Head of City Development to make any necessary editorial corrections to the document before consultation commenced.

6. PERIODIC REPORTING - FINANCE - YEAR END 2011/12

The Head of Finance submitted a report (previously circulated, now appended). The Chair of the Value and Performance Scrutiny Committee submitted a report (previously circulated, now appended) containing scrutiny comments on the periodic report.

Resolved to:-

- (1) Note the financial outturn for 2011-12 of £25.3 million which was £0.5 million favourable compared to the approved budget for 2011/12;
- (2) Approve the transfer of the £0.5m surplus to Earmarked Reserve for funding Capital subject to further discussion in the Autumn in the context of the review of the Medium Term Financial Strategy;
- (3) Approve transfers to the General Fund and HRA Working Balances of £0.8 million and £0.6 million respectively;
- (4) Approve the carry forward requests as detailed in Appendix B to the report;

(5) Note partnership payments to staff as detailed in paragraphs 37-40 of the report;

(6) To note advice given by the Executive Director, Organisational Development and Corporate Services on recruitment (paragraph 7 of the Scrutiny report refers) and to ask Executive Directors to consider the effects of delays in recruitment on services and plans in terms of planning work programme delivery.

7. PERIODIC REPORTING - PERFORMANCE 2011/12

The Head of Business Improvement and Technology submitted a report (previously circulated, now appended). Councillor Fooks addressed the meeting.

Resolved:-

- (1) To note progress made against the Corporate Plan targets for 2011/12 and performance improvements made as a result of the Council's commitment to deliver efficient and effective services;
- (2) To ask that on CD002 (Council as business friendly) officers should explore seeking responses not only from the top 20 employees but from small and medium size employers also;
- (3) On HCOO2 (Holiday activity programme) to ask the Executive Director, City Services to let all members have details of Summer activities for young people in their Wards;
- (4) To express the Board's appreciation for the achievements under:-
 - (a) households in temporary accommodation – paragraph 4.2 (Housing and Communities) refers;
 - (b) office footprint reduction paragraph 4.2 ((Corporate Assets) refers;
 - (c) sickness absence reduction – paragraph 4.2 (People and Equalities) refers.

8. PERIODIC REPORTING - RISK 2011/12

The Head of Finance submitted a report (previously circulated, now appended).

Resolved to note the contents of the report.

9. TREASURY MANAGEMENT ANNUAL REPORT 2011/12

The Executive Director, Organisational Development and Corporate Services submitted a report (previously circulated, now appended). The Chair of the Value and Performance Scrutiny Committee submitted a report (previously

circulated, now appended) containing scrutiny comments on the Treasury Management report.

Resolved:-

- (1) Note the Treasury Management Annual Report for 2011/12 as set out in sections 1 - 48 of the report;
- (2) RECOMMEND Council to agree the changes to the Treasury Investment Strategy as referred to in sections 49-51 of the report;
- (3) To keep under review the effects of right to buy on the Housing Revenue Account Business Plan and to ask the Executive Director, Organisational Development and Corporate Services to report in the Autumn in the context of the Medium Term Financial Strategy review on the effects on the HRA Business Plan of right to buy take-up.

10. ELECTRICAL MATERIALS - AWARD OF CONTRACT

The Head of Business Improvement and Technology submitted a report (previously circulated, now appended).

Resolved to appoint a supplier for the provision of electrical materials and to award a contract for the supply of such materials for the period 1 August 2012 – 31 December 2015 to Eyre and Elliston Ltd.

11. INTRODUCTION OF ALTERNATIVELY FUELLED VEHICLES TO THE COUNCIL FLEET

The Head of Direct Services submitted a report (previously circulated, now appended).

Resolved to:-

- (1) Approve the use of more electrically driven vehicles in the council's vehicle fleet, where viable and cost effective;
- (2) RECOMMEND Council to include the additional budget highlighted in paragraph 9 in the Council's capital programme, funded from the savings in running expenses over the life of the asset (as shown in Table 3 of the report) as part of the spend to save initiative.

12. OXFORD CYCLE CITY PLAN

The Head of City Development submitted a report (previously circulated, now appended). Councillor Jones addressed the meeting.

Resolved:-

- (1) To authorise the Head of City Development in consultation with the Board Member, City Development:-

- (a) To allocate capital and revenue funding for Oxford Cycle City to schemes and initiatives that align with the Oxford Cycle City Plan;
 - (b) To make changes to the Oxford Cycle City Plan as and when appropriate, in response to ongoing dialogue with stakeholders;
- (2) To thank Matthew Bates (City Development) for his work on the Plan.

13. HARCOURT HOUSE, MARSTON ROAD - DISPOSAL

This report was withdrawn by the Leader for further work to be done on it and for submission then to single member decision later in the month.

14. FUTURE ITEMS

Nothing was raised under this item.

15. MINUTES

The minutes of the meetings held on 4th and 23rd April 2012 were approved as a correct record and signed by the Chair.

16. MATTERS EXEMPT FROM PUBLICATION

Resolved to exclude the press and public from the meeting during consideration of the items in the exempt from publication part of the agenda in accordance with the provisions in Paragraph 21(1)(b) of the Local Authorities (Executive Arrangements) (England) Regulations 2000 on the grounds that their presence could involve the likely disclosure of exempt information as described in specific paragraphs of Schedule 12A of the Local Government Act 1972 and that, in all the circumstances of the case, the public interest in maintaining the exemption outweighed the public interest in disclosing the information.

Summary of business transacted by the Board after passing the resolution contained in minute 16

The Board noted that the not for publication appendix to the report at minute had been withdrawn.

17. HARCOURT HOUSE, MARSTON ROAD - DISPOSAL

This not for publication appendix to the report at minute 13 was withdrawn by the Leader for further work to be done on it and for submission then to single member decision later in the month.

The meeting started at 5.00 pm and ended at 5.53 pm

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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